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TITLE PAGE

**AN ANALYSIS OF HOW EFFECTIVE  
LEADERSHIP CAN CONTRIBUTE TO  
FACILITATING CHANGE IN THE  
INTERNATIONAL BUSINESS CONTEXT.**

By

**Ebenezer Akinniyi**

A Dissertation

Submitted to the Department of Business Administration

National University (Formerly North Central University), San Diego CA

In Partial Fulfilment of the Requirements

For the PhD in Business Administration

With a Specialization in Global Business Management

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**Dissertation Chair: Dr. June Kim (Librarian)**

## PREFACE

Good leadership in international organizations is necessary, but not sufficient, for their success. Structures supporting leadership vary enormously across **global** agencies. This report highlights some of the best practices across organizations that facilitate good leadership. It also underscores that international institutions could learn from each other's practices across seven domains:

- (1) Selecting and re-electing leadership on merit,
- (2) Managing performance,
- (3) Setting and evaluating ethical standards,
- (4) Developing and retaining talent,
- (5) Setting strategic priorities,
- (6) Engaging with a wide range of stakeholders, and
- (7) Evaluating independently and effectively.

This study reflects on the analysis of how good leadership can bring positive change(s) to international organizations across the globe by exploring the concepts of population and the economies of globalization.

## DEDICATION

The book is dedicated to Almighty God, the author and finisher of our faith, to the Akinniyis' family home and abroad, to my late mother Mrs. Felicia Ebun Akinniyi, to my friends & colleagues, and to all that have contributed to the success of this study including my Dissertation chair Dr. June Kim, and all my research resources and personnel.

## ACKNOWLEDGEMENT

First and foremost I am extremely grateful to my supervisor, Dr. June Kim (Librarian) at National University (formerly North Central University), San Diego, CA, U.S.A. for her invaluable advice, continuous support, and patience during my PhD study. Her immense knowledge and plentiful experience have encouraged me in all the time of my academic research and daily life. I would also like to thank Esther Archage for her help during the study in which she sent me every lesson video and topic on YouTube and Emily Springer for their technical support on my study. I would like to thank all the members and staff of the Faculty and Department of Business Administration. It is their kind help and support that have made my study and life a wonderful time. Finally, I would like to express my gratitude to my parents, siblings, and loved ones. Without their tremendous understanding and encouragement over the past few years, it would be impossible for me to complete my studies.

## ABSTRACT

This is a research work carried out by Ebenezer Akinniyi in partial fulfillment for the PhD in Business Administration degree at the Faculty of Business Administration with specialization in Global Business Management, National University formerly North Central University, San Diego, CA, U.S.A.

Chapter 1 of this study discussed the introduction to Effective Leadership, how it can facilitate change in organizations, and the important role it plays in managing a business.

It further finds the gap in the literature (literature review), and the research statement/study of the problem. The theoretical framework and research questions and answers were discussed as well in this chapter, and the importance of the study, and purpose statement were included in this chapter too.

In Chapter 2, we explore various leadership theories, highlighting the traits and behaviors that can enhance leadership capabilities. We also discuss the importance of strong ethics and the transformational nature of relationships between leaders and followers. We invite you to read more and share your thoughts!

Chapter 3 of this study/research dissertation explains the effect of change in an organization and how it affects the employees and their ability to respond to change either positively or negatively.

Chapter 4 explains the different research methods that can be used in international businesses around the globe. It also explains the different types of research methods researchers can use in their dissertation or study. Furthermore, the researcher made use of both the qualitative and quantitative research methods (Mixed method) for this research or study.

In Chapter 4, we explore various research methods applicable to international business, highlighting both qualitative and quantitative approaches. We invite you to check it out for insights on how these methods can enhance your research endeavors!

Chapter 5 explains the empirical findings used in this study, it also introduces the organizations studied and the analysis of the interviews held with the different organizations studied with their

representatives at the top management level. The analysis of the research survey/questionnaire was also discussed in this chapter.

CHAPTER 6 outlines our conclusions and recommendations from the study, touching on implications for business and suggesting avenues for future research. We invite you to check it out and share your thoughts!

CHAPTER 7 outlines the references utilized in our study, organized by each chapter. We invite you to check it out for a comprehensive look at the sources that informed our research!

## RESEARCH PROTOCOLS

This research protocol is a detailed guide of how my research data will be collected, beginning with the greeting, consent check, the question I will ask my respondents, how I will prompt for more detail when a question is answered, and my concluding statements as I wrap up the data collection with individual participants in my study. Protocols are appropriate for all types of human research. Below are examples of research protocols for three different types of human research. Below are examples of research protocols for three different types of research commonly conducted at NCU? Bear in mind that regardless of the type of research I am doing, the data that I am collecting would align with the research questions I am addressing in this study. The information and examples provided here are general information and do not replace any discipline-specific guidelines I may be required to follow within my school (School of Business) at NCU.

### SURVEY/QUESTIONNAIRE PROTOCOL

Sample Introduction: This survey/questionnaire includes questions about “Effective Leadership and its contribution to facilitating positive change in an organization or entity,” and will take a period of approximately one week to complete. Please read the survey/questionnaire instructions carefully before beginning. Respond to all questions as honestly as possible. Your responses will be confidential. You may skip any questions you do not wish to answer.

Sample quantitative survey/questionnaire instructions: The purpose of this survey/questionnaire is to determine how you feel about the role of leadership in organizational change and leadership strategies for implementing organizational performance and style. For each statement below, indicate the strength of your agreement or disagreement by circling the number on the five-point likert type scale that aligns with your views on each item. Please circle one response for each of the statements below using the following answer guide:

1 = Strongly disagree, 2 = Disagree, 3 = Neither Agree nor Disagree

4 = Agree, 5 = Strongly Agree and True or False

Sample quantitative survey/questionnaire question:

Leadership qualities should be applied to effect a positive change in the International

Business Practice?

1 2 3 4 5

(Strongly (Disagree) (Neither Agree (Agree) (Strongly  
Disagree) Nor Disagree) Agree)

AND TRUE OR FALSE

Sample instructions for qualitative survey/questionnaire: The purpose of this survey/questionnaire is to understand your experiences in the role of leadership in organizational change and implementation. Please read each question below and describe your experiences in your own words in the space provided.

Sample qualitative questionnaire item:

In your experience, how has the role of leadership influenced workers' or subordinates' engagement/performance within the organization?

Conclusion: At the end of a survey/questionnaire, I will thank the study participants for their time and willingness to complete the survey/questionnaire.

Next steps: If there are other research activities that participants are expected to complete, I will remind them of the next activities before ending data collection. This may appear at the end of the survey/questionnaire. For example, if I am planning to have individuals participate in a focus group, I will let them know when, where, and how it will occur. It is recommended that all participants include the contact information of the researcher if the participants are expected to be involved in other research activities.

## OBSERVATION PROTOCOL SAMPLE

Preparation Example: Arrangements will be made with participants to observe their organizations on a specific date and time agreeable to the participants and the researcher. On the appointed day, I will arrive on time at the organization, office, or company and introduce myself to the participant(s).

Sample introduction: Hello, my name is Ebenezer Akinniyi, the researcher. Thank you for agreeing to allow me to observe your organization today. I will sit quietly in the office allocated and record my observations. I will not interfere with organizational instructions, rules, and regulations verbally or by excessive movement. At the end of the period, I will avoid interaction with the workers as they exit the organization. Is this process acceptable to you?

Sample conclusion: Thank you for the opportunity to visit your organization and record observations today. The data collected today is valuable to completing my research study.

Next steps: If there are other research activities that participants are expected to complete, I will remind them of the next activities before ending data collection. This may appear at the end of the survey/questionnaire. For example, if I am planning to interview the Board of Directors, Managing Director, or Chief Executive Officer whose organization I am observing, I will let them know when, where, and how the interview will occur.

## INTERVIEW PROTOCOL SAMPLE TEMPLATE

Sample introduction: Hello, and thank you for agreeing to participate in this interview today. My name is Ebenezer Akinniyi, and I am a doctoral student at North Central University conducting my dissertation research.

This interview is expected to last between 30 minutes and an hour (1 hour). I will be recording our discussion and taking notes to make sure I have complete information.

Your responses will be held in confidence.

Sample Consent: I would like to review the consent letter with you before we begin the interview.

Do you agree to participate in this study?

Participate: Yes \_\_\_\_\_ or No \_\_\_\_\_

Lead into the interview: Thank you. I am interested in one [1:1] presentation and interview that will last within 30 minutes to 1 hour. This information will be confidential and your answers will not be shared with anyone. Your perspectives and experience are important to understanding the purpose of the study which is to analyze how effective leadership can contribute to facilitating change in the intentional business context. Do you have any questions before we get started?

I consider beginning the interview with questions that put the participants at ease before moving on to the most complex or sensitive questions.

Conclusion: Thank you for taking the time to meet with me today and to share your perspectives/experiences on this study/dissertation research which is focused on the role of leaders in an organization or entity.

I close the interview with some debriefing questions. This can serve as a process for clarification or as the review of the interview.

Sample debriefing questions:

1. I will ask if they have any questions or concerns.
2. Is there anything you would like to add or clarify about this study/research work?

### Supporting Resources

I consider providing participants with a list of resources they can access to following the interview. Resources may include a list of counseling services or hotlines. This is most appropriate when interviewing individuals about sensitive topics.

Next Steps: If there are other research activities that participants are expected to complete, I will remind them of the next activities before ending the interview. For example, if I am planning on doing member checking on the accuracy of the interview transcript, I will let them know when, where and how member checking will occur.

If I am offering incentives for participating in study, I will have to remind participants of how and when they will receive their incentives (if any).

## DOCUMENT AND ARTIFACT PROTOCOL

Some studies may include documents or artifacts as part of the data collection process.

Some examples of documents may include organizational policies and procedures, meeting minutes, strategic plans, or work.

Artifacts are objects that may add to the understanding of a phenomenon. Examples of artifacts may include art, such as poetry drawings, and historical items such as primitive tools, or personal expression items such as clothing, jewelry, or tattoos.

If I plan to use documents or other artifacts as part of my data collection it is important to identify.

- ☐ The specified documents or artifacts you will be collecting.
- ☐ How I will gain access to documents or artifacts.
- ☐ From whom I will obtain the documents or artifacts
- ☐ How I will analyze the documents or artifacts in my research.

For example, workers or subordinates in a government parastatal may want to access plans and strategies from a top official to compare with observations made by co-workers within an organization or entity.

For more information on using documents and artifacts in research, explore the resources in the resources in the Sage database in the library using this link:

<https://methods.segepub.com/book/qualitative-data-collections-tools/i1163.xm>.

## SURVEY/QUESTIONNAIRE

### Instructions:

1. Read each question carefully before ticking your answer.
2. You can only tick one box in the boxes numbered 1 to 5
3. You do not need to seek assistance from anyone, answer all questions in your own opinion.
4. Your answers shall be collated, graded, and used for data collection and research purposes only.
5. Your answers shall be used privately by the researcher.
  - ☐ Boxes numbered 1 = Strongly Disagree
  - ☐ Boxes numbered 2 = Disagree
  - ☐ Boxes numbered 3 = Neither Disagree or Agree
  - ☐ Boxes numbered 4 = Agree
  - ☐ Boxes numbered 5 = Strongly Agree
  - ☐ From questions 21 to 30, you answer by ticking True or False

### Questionnaire/survey:

1. Can effective leadership facilitate change in organizations through improvement in production, services, and customer satisfaction?

1 2 3 4 5

2. Effective leadership can improve organizational performance?

1 2 3 4 5

3. Leadership plays a role in an organization to motivate and encourage their employees to change for the organization to be able to sustain and adapt to the business environment.

1 2 3 4 5

4. Effective leadership is important when implementing change?

1 2 3 4 5

5. Leadership qualities should be applied to effect a positive change in the practice. 1 2 3 4 5

6. Effective leadership contributes to the success of an organization.

1 2 3 4 5

7. Effective leadership plays a role in organizational work.

1 2 3 4 5

8. Transformational leadership is key to companies sustaining effective leadership while implementing its policies and procedures.

1 2 3 4 5

9. Leadership has a role in change management and an organization.

1 2 3 4 5

10. How effective leadership can facilitate change in organizations through improvement and innovation in the current business environment is vital in this practice?

1 2 3 4 5

11. If there is no leadership in the organization they will not be able to change in the direction they desire and could experience negative change instead?

1 2 3 4 5

12. Modern leadership in the changing world is not a major issue in the literature of world business?

1 2 3 4 5

13. You do not need to analyze the effectiveness of a leader and his/her knowledge in an organization?

1 2 3 4 5

14. There are no challenges in today's business world.

1 2 3 4 5

15. As the strength of the organization dwells much on a democratic style of leadership, this is recommended for proper management.

1 2 3 4 5

16. Leadership guides to conflict and conflict management?

1 2 3 4 5

17. "Change Agents" can be managers, employees, or external consultants listed to facilitate initiatives for an entity.

1 2 3 4 5

18. The ways Chief Executive Officers lead determine the leadership approaches an effective CEO will adopt.

1 2 3 4 5

19. Leadership, both as a research area and as a practical skill, encompasses the ability of an individual, group, or organization to lead, influence, and participate effectively within the environment it operates.

1 2 3 4 5

20. An autocratic leader in a democratic organization can create chaos, and provide a stable and secure work environment and decisive effective leadership.

1 2 3 4 5

21. Employees and subordinates are key to the success of any leader in an organization?

True or False

22. The top six leadership challenges around the world are

1. Honing Effectiveness
2. Inspiring others
3. Developing Employees
4. Leading a Team
5. Guiding change
6. Managing stakeholders

True or False

23. Can Human Resources help build the organization of the future?

True or False

24. Motivation helps leaders perform better in the organization.

True or False

25. Communication has a role to play in every business. This must be effective from the top to the bottom level of management in the organizational structure. True or False

26. The chain of communication from the top management level to the middle management level and bottom management level must be very effective and must not be ignored in the organization.

True or False

27. You do not need to define leadership as an organization. Without a leader, an organization can function?

True or False

28. Transforming leadership is a tool in the future of Nursing.

True or False

29. Transforming leadership model is often associated with vision, setting decisions, restructuring and realigning the organization; developing staff and curriculum; and involvement with the external community?

True or False

30. A democratic leader cannot be elected into office. He/she can only be appointed or nominated?

True or False

## PRACTICE QUESTIONS

1. What is effective leadership?
2. How can effective leadership facilitate change in organizations through improvement?
3. What is the importance of effective leadership when implementing change?
4. What leadership qualities would you apply to effect a positive change in the practice of this profession?
5. How does effective leadership contribute to the success of an organization and its organizational working?
6. Leadership is one of the main factors in bringing positive change to an organization. Explain?
7. If there is no leadership in the organization they will not be able to change in the direction they desire and could experience negative change instead.

As a leader how do you handle this?

8. Explain, modern leadership in a changing world.
9. Discuss the challenges in today's business world or the world of business.
10. Discuss the importance of leadership in your organization.
11. A democratic style of leadership is recommended for proper arrangement in an organization, expatriate?
12. How would you handle and manage conflicts as a leader in an organization?
13. What is a "Change Agent"?
14. An autocratic leader in a democratic organization can create chaos, and provide a stable and secure work environment and decisive, effective leadership.

Discuss.

15. Explain the top six leadership challenges around the world.
16. Discuss, whether transformational leadership is key to companies sustaining effective leadership while implementing its policies and procedures.

17. Human Resources can help build the organization of the future, tell us your opinion about this.
18. “Communication is very important in every organization”, explain this statement.
19. “A democratic leader must be elected into office before he/she can perform its activities in the office. Discuss?
20. The world of business is a global phenomenon, Explain.

## CHAPTER 1

### 1. INTRODUCTION TO EFFECTIVE LEADERSHIP.

Effective leadership is about executing the company's vision (or redefining and improving it, in some cases) and setting the tone and the culture for that particular organization. Leadership means creating and planning, securing resources, and looking out for and improving errors.

Effective Leadership: Why it's Important and How It's Achieved.

Let's get straight to the point: No successful organization would have been where it is today without effective leadership. Effective leadership is almost always one of the main and primary drivers for growth, development and innovation.

And take note, leadership is much more meaningful, impactful and profound. It's earned and worked for. There is no set formula or step-by-step plan, it depends on the culture and needs of the organization.

What is leadership?

The dictionary version of leadership is "to lead a group of people or an organization." But it's not as simple as that. Leaders throughout every rung of the organization ladder are integral to the overall success of the business. Effective leadership is about executing the company's vision (or redefining and improving it, in some cases) and setting the tone and the culture for that particular organization. Leadership means creating and planning, securing resources, and looking out for and improving errors.

Leadership is about motivating people to work together and cooperate with themselves and in some cases, other teams, to achieve a certain goal.

It's also important to point out that leadership is different from managing. While management is also an integral part of the success of an organization, it is fundamentally different from leadership. Managers manage things. They look at logistics, balance budgets, and so on. While good managers can also have effective leadership skills-which are actually very ideal-the two are not necessarily always go together.

Effective leadership strives not only when the going is good, but also (even more so, sometimes) when things are rough. They're respected (not feared) by the people around them, who in turn, become motivated to work harder and make more significant contributions to the betterment of the organization as well.

Leadership is not about working towards a goal single-heartedly. In fact, leadership is about inspiring and motivating people to work together towards a goal.

Good leadership is important. As an article from Pennsylvania State University states, “Effective leadership is essential to a functioning society.” In a smaller scale, the fact remains true in organizations and businesses. It’s basically impossible for a company to continue to evolve and grow with the times without effective leadership. Especially during this time where digital technology is changing every aspect of how business is being done and how customers are engaging with brands, a brand without effective leaders will be like a ship sailing without a captain directing which way to go.

What make good leaders?

Being a good leader isn’t something everyone can do. It’s not easy. Every effective leader needs to possess and/or work towards their goals and vision. Good leaders are keys to improved productivity and morale among members of an organization. So what makes an effective leader? Many good leaders share several traits and attitudes. Here are some of them:

1. Good leaders are decisive

Effective leadership is about not wasting time. That includes the time needed to make decisions. More often than not, so much time can be wasted in the decision-making process that many opportunities are missed. Production sometimes even comes to an halt. Good leaders are all about making informed decisions, but are always mindful of the timeframes involved. And once a decision is made, they commit to it and see things through. They realize that putting-off important decisions can have significant effects on an organization’s productivity and growth.

2. They practice what they preach

Effective leadership, in essence, also involves leading by example. It’s hard to respect someone who ask anyone to come on time or work towards a certain goal if that person isn’t willing to come on time or put in their share of the work themselves. Many times, good leaders set the bar-and meet it-instead of just talking down to everyone. As an article in Forbes says, “A leader who rolls up their sleeves and gets dirty from time to time will create a loyalty in his or her people that will result in achieving goals beyond what we usually expect.”

3. They don’t lose sight of goals

Effective leaders are problem –solvers, or at the very least, they don’t dwell on problems and instead focus on working towards a situation. They don’t have the answers all the time, but they sure will always be working to get answers. They don’t complain and instead look forward and move forward; always keeping in mind the goals they set at the beginning, and always looking at the bigger picture. To this end, they prioritize and set the tasks that need to be done first.

4. They are passionate about what they do

Effective leadership is about believing in what one is doing. Good leaders don’t and will never say, “It’s just a job,” or “I just work here.” They care about what they do, they care about the organization, and they care about the people they lead and work with.

5. Good leaders are humble and accountable

This plays into the aspect of effective leadership that relies on generating respect that is earned, instead of relying on one's position or title in the organization. It is humility that makes great leaders open-minded and willing to listen to others and even take constructive criticism. They don't let pride get in the way of accomplishing goals and executing their vision for the business.

They are also willing to take responsibility for their actions and don't point fingers at the people they work with when things go south.

6. They give credit where credit is due

Often you'll hear story about the boss that stole an idea, or took credit for someone else's accomplishment. Good leaders share the glory and are quick to credit a team member or colleague for a good idea. They know that success is through teamwork, and they respect the contribution and work other people make.

7. Help people grow

Great leaders' help people grow. They willingly share what they know and look out for learning opportunities for the people they work with (or the people who work for them). They build up the team and foster strong relationships, rapport and cooperation within that team. They know the weakest link, and work towards strengthening the weak link.

8. Communicate effectively

An integral part of effective leadership is strong communication. And communication isn't just saying, "I want this to happen." It's all about listening and truly considering the input that comes from other people in the team. Proper communication allows for better dissemination of information, as well as a stronger ability to work well with others when the situation calls for it.

9. Confident and unafraid of the unknown

Great leaders are true visionaries, who are not afraid to step outside their comfort zone. They are willing to take risks and try new things. They're all about seeing the organization continue to grow and develop, instead of just settling down into a comfortable and complacent routine. They are willing to tackle challenges as they come for the sake of meeting their goals and their vision. According to an article on Inc., A good leader is "able to prove that (they) have the competencies and the skills to be an effective leader and to lead the team to its common goal."

10. They are trustworthy

Imagine working for someone who cannot be trusted. Difficult, right? Good leaders never violate trust that is given to them-either by people higher up in the organizational ladder, or by people who work for and with them. This trustworthiness makes them more approachable, and makes others feel more comfortable opening up to them and providing honest feedback or input in the end, contributes to the growth of the organization.

## Enabling effective leadership

Every organization should do its best to enable effective leadership. Organizations, in general, should open to doing things differently and be cognizant of how the market is evolving and how customers are changing. Good leaders need a good support system in order for them to function well and maximize their potential.

Part of enabling effective leadership includes providing the right tools to help them achieve and meet their goals. One of these tools is Runrun. It's signature task and workflow management system. Good leaders made even better and more effective if they are given the means to make operations and processes more effective.

Take its Smart Time Tracking (registered), where time sheet production is automated and made more efficient. Less errors, less problems down the road. Through the data it collects, leaders and managers will be better equipped to manage how staff and teams utilize their production time. In addition, the dashboard feature of the service puts everything in one place, allowing data and information to be collected and pooled in essential tool that helps leaders better understand and tweak the way things are done.

Effective leadership is one key element in the success of a group and virtually anyone can learn to be an effective leader. Leaders are made, not born.

## The 5 stages of effective leadership

The five phases of leadership is a book written by a practitioner for practitioners.

Organized around five stages of leadership- i. Establishing trust ii. Cultivating leaders iii. Discerning vision iv. Implementing plans, and

v. Transitioning out – this book offers an overview of the leadership lifecycle from a distinctively Christian perspective.

Dr. Justyn Terry draws on over twenty years of leadership experience in seminaries and churches. To offer practical insight into a leader's role. Rather than focusing primarily on leadership styles or skills, this book demonstrates why those skills matter in context. By focusing on a leader's overall task, Dr. Terry offers a vision of leadership that draws together its disparate elements into a unified whole. (Dr. Justyn Terry, 30 April 2021).

## 4 Components of Effective Leadership

In search for top talent, employee experience and workplace culture are as important as benefits packages and retirement contributions. What is the main contributing factor to this coveted workplace culture? **Effective Leadership.**

Clients understand that leadership and culture are inextricably linked. In our report, Purpose. People. Progress., nearly 300 C-level business leaders across the globe cite, 'leaders who lead by example,' 'Clear purpose,' 'Clear communication,' and 'trust' as key elements that

influence highly effective workplace cultures. These four elements, when strengthened, build effective leadership skills. And once effective leadership is established, the coveted workplace culture that top talent is looking for will follow.

Now more than ever, effective leadership is crucial.

| CLIENT      When you consider organizations that have highly effective culture, what do you believe QUESTION      are the elements that most influence that type of culture? [Choose top three] |        |     |       |              |       |            |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----|-------|--------------|-------|------------|--|
| Gender and generation review                                                                                                                                                                    | Global | Men | Women | Baby Boomers | Gen X | Millenials |  |
| Leader who lead by example                                                                                                                                                                      | 1      | (1) | (1*)  | (2)          | (1)   | (1)        |  |
| Clear Purpose                                                                                                                                                                                   | 2      | (2) | (1*)  | (1)          | (2)   | (3*)       |  |
| Clear Communication                                                                                                                                                                             | 3      | (3) | (2)   | (3)          |       | (2)        |  |
| Trust                                                                                                                                                                                           | 4      |     | (3)   |              | (3)   |            |  |
| Empowerment                                                                                                                                                                                     | 5      |     |       |              |       |            |  |
| Customer-first mindset                                                                                                                                                                          | 6      |     |       |              |       |            |  |
| Collaboration                                                                                                                                                                                   | 7      |     |       |              |       |            |  |
| Transparency                                                                                                                                                                                    | 8      |     |       |              |       | (3*)       |  |
| Innovation                                                                                                                                                                                      | 9      |     |       |              |       |            |  |
| Respectful workplace                                                                                                                                                                            | 10     |     |       |              |       |            |  |
| Growth opportunities                                                                                                                                                                            | 11     |     |       |              |       |            |  |
| Active feedback                                                                                                                                                                                 | 12     |     |       |              |       |            |  |
| Consistency                                                                                                                                                                                     | 13     |     |       |              |       |            |  |
| Flexibility                                                                                                                                                                                     | 14     |     |       |              |       |            |  |
| Career development                                                                                                                                                                              | 15*    |     |       |              |       |            |  |
| Inclusivity                                                                                                                                                                                     | 15*    |     |       |              |       |            |  |
| Learning from mistakes                                                                                                                                                                          | 16     |     |       |              |       |            |  |
| Work-life balance                                                                                                                                                                               | 17     |     |       |              |       |            |  |
| Connection                                                                                                                                                                                      | 18     |     |       |              |       |            |  |
| Mentoring                                                                                                                                                                                       | 19*    |     |       |              |       |            |  |

|                                                  |     |  |  |  |  |  |  |
|--------------------------------------------------|-----|--|--|--|--|--|--|
| Reward and recognition                           | 19* |  |  |  |  |  |  |
| Pay and benefits                                 | 20  |  |  |  |  |  |  |
| Wellness                                         | 21  |  |  |  |  |  |  |
| AESC: AESC's Purpose. People. Progress. research |     |  |  |  |  |  |  |

## LEAD BY EXAMPLE WITH CLEAR COMMUNICATION AND PURPOSE

Talent is looking for authenticity in leadership. An authentic leader delivers on the promises they make and communicates in a clear direct way.

Simon Wan, Chair and Chief Executive Cornerstone International Group, says authentic leadership “can be developed with a careful structuring of helping the leader to be self-reflective on his self and the commitments and the visions and the value of the company. If the person is authentic and truthful to his meaning and purpose in life, if it's also the same culture and value and missions of the company, they would do wonderful things because the authentic leader would drive the initiative from his own heart not just because of the paycheck.”

## BUILD TRUST

Leadership built on trust can be transformational, the type of leadership that encourages innovation. This happens in two ways, by learning to listen and allowing for failure.

Your leadership can drive creativity by listening to diverse voices, creating opportunities, and accepting missteps. This practice can require a measure of self-discipline in leaders. New ideas are less likely to come from the same people whose views have always been represented.

David Colorado, Partner in Talengo/TGCL Life Science Practice says, “I think that one of the worst things in a company is that you have the decisions made only by the CEO, a committee or task force.” Diversity, he says, “is the opportunity for everybody to be free to contribute with different ideas. If you're taking into account diversity in a company, you can have innovation when everyone is heard.”

There must be freedom to fail and opportunities to do so. Failure tolerance is cultural, and culture also plays a role in sparking both creativity and innovation and helping it take root.

Effective leadership is a top priority and AESC Members are well-positioned to support organizations in creating a strong diverse, innovative leadership team that can lead through a dramatic time of change. AESC is working collaboratively with our members to be leaders of change through IDEA powered leadership.

“Being the leader doesn't make you one, because leaders don't automatically get the respect and acceptance of their group members; so in order to earn the leadership of their group and have a

positive influence on the group members, leaders learn some specific skills and methods.” – Thomas Gordon.

### Situational Leadership

Throughout the years, there have been many leadership style theories identified. Basically, the autocratic leadership style has gone out of fashion in recent years, through certain situations, such as emergencies, still call for its use.

One popular theory is called “Situational leadership.” No one style of leadership is appropriate for every occasion or situation. The most effective style to use depends upon the situation and whether the group members are willing and able to take on the responsibility. To be effective as a leader, it’s important to know your group in terms of knowledge, ability, desire and willingness, and be ready to adapt your style to suit the occasion.

The Telling Leader – This leader “tells” the members what to do and doesn’t worry too much about the feelings of relationships within the group. This is appropriate where members are new, inexperienced, lacking in confidence or need a lot of help and direction in order to get the job done. The leader should give clear directions and provide follow-up and feedback.

The Selling Leader – This leader often needs to “sell” or persuade the group to “buy into” a job. The group is a little more responsible or experienced, but direction and guidance by the leader is still needed at this level. The leader should explain the decisions and give a lot of opportunity for clarification.

The Participating Leader – The leader and the group members participate in making the decisions and carrying them out together. The group has the ability to do the job, but might lack the confidence to carry it out on their own. The leader puts more emphasis on the group relationship than on the task to be done. They encourage and compliment the members.

The Delegating Leader – The leader trusts the group to decide and carry out the responsibility on it’s own. The members have the desire and are experienced and capable of doing the job. The members are responsible for directing their own affairs.

### Leadership Qualities

Effective leaders have many common qualities. Good group leaders make an effort to learn and practice skills so they can:

- Listen openly to others
- Offer and accept constructive suggestions
- Give clear directions
- Set and meet deadlines
- Give formal and informal presentations

- Help members identify and solve problems □ Set an example of desired behavior
- Show appreciation of others' contributions
- Show understanding
- Encourage members to exchange ideas
- Handle conflicts
- Guide the group in goal setting and decision making
- Delegate responsibilities
- Ask questions of the group to prompt responses
- Create a productive atmosphere

### Effective Leaders

- They are honest. This gives them credibility, resulting in the trust and confidence of their people. Credible leaders foster greater pride in the organization, a stronger spirit of cooperation and teamwork, and more feelings of ownership and personal responsibility.
- They do what they say they will do. They keep their promises and follow through on their commitments.
- They make sure their actions are consistent with the wishes of the people they lead. They have a clear idea of what others value and what they can do.
- They believe in the inherent self worth of others.
- They admit to their mistakes. They realize that attempting to hide a mistake is damaging and erodes credibility.
- They create a trusting and open climate.
- They help others to be successful and to feel empowered.
- They don't push too much. They encourage members to do more, but know when it's too much.
- They roll up their sleeves. They show the members they aren't just the figurehead or decisionmaker. Members respect leaders more when they show the willingness to work alongside them.
- They avoid phrases that cause resentment, reluctance and resistance. For instance, instead of saying you have to do something, effective leaders request or recommend that members do something.

## Giving Feedback

Whether you recognize it or not, as a leader you are constantly providing feedback to your members. How you provide that feedback will often spell the difference between member success and failure.

**Silence** – When you give no response to your members work you aren't maintaining the status quo, but are actually encouraging a decrease in both their performance and confidence over the long-term. They don't know if their actions are appropriate. **Silence** can create paranoia. **Criticism** – When trying to stop unwanted behavior or results you may criticize a member. This often hurts the relationship you have with them. Their confidence decreases, they may start to avoid you and other “good” behaviors of the members that are affected. This can overpower all other feedback given.

**Advice** – When you tell what behaviors or results you want and how to you would like them done, you improve the member's confidence and your relationship with them. Increased performance will be the result.

**Positive Reinforcement** – This takes the advice feedback one step further by identifying how much you would appreciate the member's assistance in reaching the desired behaviors or results. This kind of feedback will give you the best results by increasing the motivation, confidence, and performance of your members.

Advice and positive reinforcement should be the only types of feedback you give to a member. Try relating your feedback to the action, behavior or result you want, not to the personality of the feedback before the event in the form of advice or afterwards in the form of positive reinforcement.

## Accepting Feedback

Knowing how to accept feedback is another leadership skill that will teach you a lot about your leadership style. Resist the temptation to resist the feedback. Don't explain, defend or deny.

Listen silently to try to understand clearly what the other person is saying. You don't have to agree with the feedback you get, but be receptive to getting the feedback.

## Listening

The ability to listen well is a cornerstone of good leadership. To listen well:

- Stop talking. Before you speak, remember people are more receptive to your input if they feel you have a clear understanding of their situation.

- Watch for non verbal clues. Most of the meaning of our messages is in the vocal and visual components. Sighs and slumped shoulders may mean depression. Animated expressions and gestures usually mean excitement. Ask yourself. “Do the non verbal clues match the words?”
- Give visual feedback with non verbal expressions and gestures (e.g., nodding). These let your speaker know that you are listening and understanding what they have to say.
- Be patient. Our desire to provide quick fix solutions to the problem of others puts up roadblocks. “You don’t have to finish, I know what you are going to say,” is a sure way of letting the speaker know that you have little time or confidence in their ability to solve their problem.
- Don’t mentally argue. If you are developing arguments in your mind as the speaker talks you are probably missing much of the message.
- Use reflective listening skills. Use paraphrasing to let the speaker know what you have heard.
- Acknowledge their ideas. This doesn’t mean you agree with the speaker, but it does mean that you feel their ideas are worth listening to.
- Keep alert. Effective listening requires energy and concentration. Avoid distractions. “I not only use all the brains I have, but all I can borrow.” – Woodrow Wilson.

## Delegating Leadership

To decide whether you can delegate tasks to others, ask yourself:

- What am I doing now that I’d like to see someone else do?
- Which skills among the members can be used more effectively, by giving them more responsibility?
- What could I do if I had more free time?

Once you’ve decided to delegate, you need to:

- Know your members, what they have done and what can they do.
- Listen to the membership so you pick up information about what they want to do.
- Let them know that you are willing to share authority.
- Give them a purpose so members know why the task is important.
- Give credit where credit is due and show appreciation for their efforts.

## Handling Group Discussions

The majority of work accomplished at meetings is done through group discussion. This is significant as discussions are a time where everyone has the opportunity to contribute to a group. Group discussions are actually more beneficial to your organization than when one individual is working on a project. The ideas generated within a group often don't come alive when one person is working alone. Yet, discussion time within a meeting is also the time when frustrations build.

How can you avoid being frustrated yet still have a productive meeting? Identify why the group is having the discussion. There are three reasons for having a discussion: to gather information, to exchange ideas and to solve problems. If you know why you are discussing the issues, it's easier to participate, keep the discussion on track and get results.

Be aware of how the discussion is progressing. Two things can be happening during a discussion:

the development of information, ideas or issues, or the evaluation of information, ideas or issues.

Usually, developing and evaluating gets mixed together. This is where you can run into problems like discussions that go around in circles and frustrated participants. It can look like this: one person makes a suggestion the second person say its good, the third person says it's not good and a debate follows. The suggestion is tossed out and the leader asks for another suggestion. It's good, it's not good, it gets tossed out. After this happens a few times the group is tired, everyone stays quiet, time is used up and there are no results.

To avoid this scenario, you need to get the ideas out first or develop the information, ideas or issue. Don't let people evaluate at this stage or it will discourage participation. After the ideas are out, then evaluate. This progression keeps the group moving forward and avoids having a similar debate for each idea or comment.

Keeping development and evaluation separate also helps in avoiding the trap of the first idea or the last idea (the survivor of a half hour of frustrating debates) being the best idea. If you only have one idea, of course it looks like the best idea.

## Handling Difficult Conversations

The best intentions of a leader for keeping a meeting within a reasonable time frame can be destroyed if members put obstacles in the way. An orator is an able speaker who likes to practice his speaking skills and may tend to talk for a longtime. The leader must judge how much time is enough for this person and then get his attention by saying something like, "Excuse me, Jack, but we're running short of time and several other members have some points they would like to make. We'd all appreciate it if you could wind up your comments in the next minute or two. Thank you very much."

A wanderer tends to bring up an entirely unrelated topic. A leader can get the meeting back on track by saying something like, "Linda I'm sorry to break in like this, but I think that you're getting away from the subject. Remember we'd like to settle the issue of \_\_\_ and we would appreciate it if you could confine your remarks to that subject. Thanks." The repeater talks numerous times on the same subject while other members haven't had a chance to talk by saying something similar to, "Dave, before we hear from you again I would like to know how Debbie and Rick feel about this subject. Thank you." An alternative could be to go around the table in turn and ask for others' comments on the subject.

An interrupter tends to interrupt others as they are speaking on a subject. The leader may have to interrupt the interrupter by saying, "Before you say anything more, Jason, please wait until Shirley has finished and you then will have an opportunity to make your point. Thank you." Conclusively, Effective leaders have many common qualities. Making the effort to practice and learn the skills it takes to be an effective leader will enable you to use the style of leadership necessary in any situation you come across.

### How Effective Leadership Can Facilitate Change in Organizations through Improvement and Innovation.

This research intends to explain effective leadership and how it can bring positive change that helps the organization to improve and be innovative in the current business environment. Effective leadership and change management will be discussed in this article as also how leadership affects other factors, for instance, trust, culture, and clear vision, in the organization as it facilitates the change. Leadership is one of the main factors in bringing positive change to the organization; if there is no leadership in the organization they will not be able to change in the direction they desire and could experience negative change instead.

*Keywords: leadership, change management, improvement, innovation.*

The rapid growth of the economic environment as well as the emergence of the internet made it easier to communicate with countries around the world. This in turn changed the business environment in every country, causing competitiveness in the market that increase with each passing year (Friedman, 2007).

To keep their business afloat, business owners discovered they had to offer better quality products at a lower cost, employ strategies that were uniquely suited for the organization to adapt according to current business trends, and also have flexibility in facing the rapid change of the business environment.

Effective Leadership is one of the most essential parts of the overall method for an organization to sustain their business in the face of problems caused by the rapid growth of the economic environment, (Cabeza – Erikson, Edwards, and Van Brabant, 2008). Leaders are the ones who control and take charge of the operation of an organization and good leaders can set optimistic goals and objectives while steering the operation of the company

towards those goals through effective strategies. Other than that, good leaders can also influence their employees and motivate them by strengthening a positive organizational culture and through generous employee benefits, for instance, health care insurance, worker compensation, leave benefits, and others.

Intelligent leaders also have the responsibility to use their skills and knowledge to effectively and efficiently guide their business forward in the face of an uncertain future and also to decrease the feelings of insecurity in their employees caused by that uncertainty. A leader has the power to influence the success of the organization, due to his full power to control the direction of the organization, as well as through the influence they exert on their employees that motivates them to bring the company to greater heights.

## Effective Leadership

Leadership is a kind of power where one person can influence or change the values, beliefs, behavior, and attitudes of another person (Ganta, and Manukonda, 2014). A person with strong leadership ability will be a good example or role model to their employees, because the leader who can effectively achieve some good result or achievement gains the trust and admiration of their employees, and inadvertently changes their values, beliefs, behavior, and attitudes, for mimicry is the sincerest form of flattery (Grint, 2007). This statement is also supported by Northhouse (2009), who states that leaders who possess strong leadership have the strength to influence others to achieve the goals and objectives of the organization. Other than that, there is also another way to define a leader that has strong leadership. A characteristic of effective leaders is that they give a clear direction to their employees, and also lead their employees to commit to their jobs and to work as a group to achieve the organization's goals and objectives (Wasim, and Imran, 2010). This also tells us that good leaders usually have a clear vision for the company and therefore can easily identify the problems and obstacles that currently stand between them and the aims of the organization. In this way they are able to effectively and efficiently bring about the necessary reforms that will bring the company into the future while keeping abreast with contemporary changes in the business world.

According to Jackson and Parry (2008), leadership is a process where leaders use their skills and knowledge to lead and bring a group of employees in the desired direction that is relevant to their organization's goals and objectives. Additionally, an effective leader who has strong leadership skills should also have certain characteristics, such as passion, consistency, trust, and vision; for only leaders who own these characteristics can build trust in employees.

Leadership and management are two different aspects, management is more like the traditional way of managing the business, in which the owner of the business has complete control of the organization, and will single-handedly establish a direction and direct their employees to do their work in accordance to the owner's instruction and plan. On the other hand, leadership is when the leader guides their employees towards the organizational goals, all the while trying to communicate and motivate their employees to make sure their

employees are in the right position to use their talents and commit to their jobs. Leadership strategies also will change according to the current trends when necessary, unlike management that merely follows its old, traditional rules, (Graetz et al, 2010).

### Change Management

Change has always been an issue for organizations, just as it has always been a common characteristic of human life. Change is hard for humans to accept as it is something that pulls people out of their comfort zones, which forces them to change their habits and makes them highly uncomfortable (Lorenzoni, Nicholson, and Whitmarsh, 2007). For example, a worker usually starts work at 9 a.m.; if his supervisor suddenly requests the worker to begin work at 7 a.m., the worker will be late to work because the force of habit keeps him waking up late. The same thing applies to the organization, if an employee normally does their work following the sequence of A to Z, suddenly changing the sequence of work from Z to A, can be quite difficult for all the employees to get used to in a short period.

Change management in an organization can be defined as an approach to deal with change in two different areas – the organization and the individual, with individuals and the overall organization adapting to change at their own pace and style (Rouse, 2014). Change management allows the organization to catch an opportunity to gain a competitive advantage, if the organization effectively and efficiently implements and adapts to the change of the market (Du Plessis, 2007). There are three stages in change management, which are adapting to change, controlling the change and lastly effecting the change. The first stage, adapting to change, is determining the individual readiness to adapt to the changes and their willingness to commit to the change. The second stage involves controlling the change and implementing it in daily life.

Lastly, effecting the change is to sustain the change and to get used to it in life, (Hritz, 2008). The time taken for the process of change management in an organization is hard to determine, due to the difference in individual employee's ability to adapt, as some might rapidly embrace change, while others might take a longer time to engage in the change. Just like some employees will be happy with the change, and some might not. The leader should communicate and work together with the group of employees to sustain the long-term process changes (Wuestman and Casey, 2015).

### Change Factor Lead by Leadership

In terms of leadership, it is defined as the ability to influence a group of employees' values, beliefs, attitudes, and behavior, (Ganta, and Manukonda, 2014). A leader with strong leadership skills can easily motivate and influence the employees of the organization and apply effective changes to the organization. According to Atkinson, if there is no effective leadership in an organization no changes will be made because there are no leaders that motivate and lead the organization's employees as well as provide a clear direction for the organization (Atkinson, 2015).

a. Trust

Trust is an essential issue in leadership for leaders, as gaining the trust of group members or employees could help to improve the overall performance and commitment of the group members or employees (Lee et al; 2010). If the employees or the group members trust in their leader will change be brought about, because people will only follow a person that they trust to lead them to the correct path; not a leader that only talks but without action to back up their words (Stacey, Paul and Alice, 2011). If the employees trust their leader, this relationship will bind them together and improve the overall performance and commitment of the employees; if it happens conversely, the performance and commitment of the employees will go downhill and could cause a high employee turnover rate in the organization.

b. Organizational Culture

Leadership can share a good culture. A culture is shaped within the trust between the employees and the leaders of an organization, or it can be defined as cultures need trust to be able to form. Employees and leaders in the organization need to trust each other in order to shape a positive organizational culture. Leaders with strong leadership skills are able to shape a positive culture in the organization (Ionescu, 2014), due to them being able to inspire trust from their employees. A positive organizational culture not only improves performance, but also influences the behavior and attitude of the employees in the organization for the better. In addition, it motivates employees and gives them a sense of belonging to the organization, which inspires loyalty and commitment to the company (Schein, 2010). A good organizational culture not only improves performance and reduces the turnover rate of the organization. It also facilitates the solution of internal issues in the organization. When a good organizational culture is established that does not discriminate based on races, religious and etc, it provides a pleasant environment to work in, thereby reducing internal conflict and encouraging discussion and cooperation in order to work through any inter-employee issues that crop up. In addition, good organizational culture encourages a sense of healthy competition; motivating employees in the organization culture can change the overall performance of the organization.

c. Learning

An effective leader can encourage employees in the organization to learn through certain types of motivators, such as rewards or position (Azzam, 2014). Continuously learning is one of the ways to improve the overall performance of the organization. It is not only the employees that need to improve but even all segments of the leadership levels of an organization, if only to set a good example to the bottom line to motivate them to learn. Leaders should join leadership training programs in order to strengthen their skills and knowledge, making them more effective in their strategies and execution (Freifeld, 2013). The same goes for employees, as sending employees for further training will improve their ability to do their job as well as help to facilitate the effective implementation of the desired changes. This helps the organization to increase the productivity and performance of the employees (Abou-Moghli, 2015). Since learning does not have an end, leaders need continuous improvement of their leadership skills and knowledge to be competitive in the business market nowadays (Park, et al., 2014). If an

organization or leader stops improving and as a result find that their skills and knowledge are insufficient, their company will surely find itself deteriorating. The organization, Nokia, is a very good example; Nokia was once one of the best to a brand that not many people pay attention to (Lee, 2013).

d. Teamwork, Communication and Leading

Besides strengthening their leadership skills, leaders also need to encourage the employees of the organization to be innovative and cooperative. Teamwork and communication are the best outcome for the organization (Maxwell, 2009). To achieve the kind of teamwork and rapport that is necessary for the birth of innovative ideas, leaders need to cultivate a positive culture where the employees trust each other, are allowed to do their own jobs without too much interference and have the freedom to establish a dialogue with one another (Malloch and Melnyk, 2013).

Leaders that wish to facilitate effective change in the organization should encourage employees to collaborate and communicate with each other, for this is how people are able to create and discover new ways to think (Gilley, Dixon and Gilley, 2008), which produces a greater outcome for the organization and also encourages them to learn from different people the ways to improve themselves. Even high ranking management can learn from the strong points of their employees, which they might find themselves lacking. Communication helps people to get to know each other, and also could help to create more new ideas by sharing opinions with each other. It is also one of the best ways to gain each other's trust and bond the whole employees in the organization together.

Lastly, leadership not only influences the employees in the organization, but also provides a clear direction to the employees according to the organization's vision and mission. Effective leaders set strategies to help the employees to achieve the company's target and objectives. Leader also play a role in monitoring the direction of the employees to make sure the employees are on the right path to achieve the goals according to the strategies. This is only possible with effective leadership that inspires employee trust, as employees are unwilling to follow someone who has little to no idea of what they are doing and who wastes too much time and resources on the unnecessary.

## Discussion

Effective leadership plays an important role in managing a business in the current business environment, for the old ways of business management are not enough to sustain a company in the modern market. Although leadership and management are two completely suits their needs so it is advisable that they focus on the skills that are suitable for their organization. Management is a system that is based more on planning, budgeting and controlling. The organization emphasizes on following the plan that is set by the upper rank executives in the organization, and following their orders to solve problems. Leadership focuses more on guiding the employees, leading them in the desired direction,

according to the organization vision and mission while communicating with and motivating them to complete their tasks. Under leadership, the boss guides and works together with their employees to produce their desired outcome; while old style management is focused on planning and both are separate and do not work together.

Besides that, the current business environment requires organization to make changes in order to keep up with the rapid changes in the business environment. If the organization fails to make changes in order to adapt to market they will fail to survive and will face bankruptcy. Leadership is in charge of providing a clear vision and a systematic way to achieve that vision, for if there is no leadership there is no change in organization management (Atkinson, 2015).

Although leadership can bring lots of changes and increase the organization's performance, but in reality there are more factors to consider that might affect the possibility of the changes to occur. Every employee's behavior and attitudes are different, some employees might be able to easily adapt to the change but some will become jealous of their leaders and refuse to cooperate. This would drag the performance of the organization down. Effective leadership is the best way to managing changes though it must be remembered that there are no problem solving solutions that are perfect and that issues will still be faced that cannot be fixed.

## Conclusion

Effective leadership is essential in managing change and change is the only method to sustain the organization in the current business environment. As usual, change is hard for people, people will feel uncomfortable because of change and even sometimes deny the change, continue as they are and be eliminated by the society. Therefore, leadership can be a factor to motivate and encourage people to continuously make change and push them to change. Leadership plays a role in an organization to motivate and encourage the employees to change in order for the organization to be able to sustain and adapt to the business environment, to make sure the organization will improve and be innovative. The case of Nokia, the giant that fell from top to the bottom, is a cautionary tale on the dangers of failing to improve and should be remembered.

Effective leadership skills can help leaders to gain the trust of employees, making other tasks easier to operate because the employees trust their leaders. This could make other parts of business management easier too, such as shaping the culture in an organization. A positive organizational culture can bring lots of benefits to the organization, as the positive culture can encourage and motivate the employees in the organization to learn, communicate and work with each other. A good culture in the organization not only provides a good working environment for their employees, but also gives a sense of belonging to the employees and increases the commitment of employees to continue working in the organization. Innovative ideas will be produced when leadership motivates the employees to communicate with each other and share their thoughts with each other. Leadership skills also enable the leaders to lead their employees into the

correct direction, in accordance to the organization vision and mission. When an organization's leader leads the employees in the correct direction and motivates them to continuously improve and innovate, the organization's performance will surely increase and be able to sustain the organization in the current complex business environment. Hence, effective leadership is the main factor that brings change to the organization, if there is no leadership in the organization there will be no chance at all (Atkinson, 2015).

### 8 Must – Have Qualities of an Effective Leader

As well as providing direction, inspiration, and guidance, good leaders exhibit courage, passion, confidence, commitment, and ambition. They nurture the strengths and talents of their people and build teams committed to achieving common goals. The most effective leaders have the following traits in common:

#### 1. Share Their vision

A leader with vision has a clear idea of where they want to go, how to get there and what success looks like. Be sure to articulate your vision clearly and passionately, ensuring your team understands how their individual efforts contribute to higher level goals. Personally working towards your vision with persistence, tenacity, and enthusiasm will inspire and encourage others to do the same.

#### 2. Lead By Example

As a leader, the best way to build credibility and gain respect of others is to set the right examples. Demonstrate the behavior that you want people to follow. If you demand a lot of your team, you should also be willing to set high standards for yourself. Aligning your words and actions will help to build trust and make your team more willing to follow your example.

#### 3. Demonstrate Integrity

A leader with integrity draws on their values to guide their decisions, behaviors, and dealings with others. They have clear convictions about what is right and wrong and are respected for being genuine, principled, ethical and consistent. They have a strong sense of character, keep their promises, and communicate openly, honestly and directly with others. Displaying integrity through your daily actions will see you rewarded with loyalty, confidence, and respect from your employees.

#### 4. Communicate Effectively

The ability to communicate clearly, concisely and tactfully is a crucial leadership skill. Communication involves more than just listening attentively to others and responding appropriately. It also includes sharing valuable information, asking intelligent questions, soliciting input and new ideas, clarifying misunderstandings, and being clear about what you want. The best leaders also communicate to inspire and energize their staff.

#### 5. Make Hard Decisions

To be an effective leader, the ability to make fast, difficult decisions with limited information is critical. When facing a tough decision, start by determining what you are trying to achieve. Consider the likely consequences of your decision and any available alternatives. Make your final decision and any available alternatives. Make your final decision with conviction, take responsibility for it and follow it through. Being a resolute and confident decision-maker will allow you to capitalize on opportunities and earn the respect of your team.

#### 6. Recognize Success

Frequently and consistently recognizing achievement is one of the most powerful habits of inspiring leaders. For people to stretch themselves and contribute their best efforts, they need to know their work will be valued and appreciated. Find ways to celebrate the achievements of your people, even if it's through a simple 'well done.' As well as boosting morale, it will also strengthen their motivation to continue giving their best.

#### 7. Empower Others

Great leaders understand that for people to give their best, they must have a sense of ownership over their work and believe that what they're doing is meaningful. Communicate clear goals and deadlines to your team, and then give them the autonomy and authority to decide how the work gets done. Challenge them with high expectations and encourage them to be creative and show innovation.

#### 8. Motivate and Inspire

The best leaders drive their team forward with passion, enthusiasm, inspiration and motivation. Invest time in the people you lead to determine their strengths, needs and priorities. As well as making them feel valuable, this will help you to understand the best way to motivate them. Continually reinforce how their efforts are making a difference, and encourage the development of their potential with meaningful goals and challenges.

Effective Leadership is all About Communicating Effectively: Connecting Leadership and Communication

The leaders and other senior professionals of this business era; put more emphasis on the business nitty-gritty's. While hiring a manager, good communication skills are considered to be the most imperative skills a manager must have. For an effective manager it is obligatory to ensure persuasion, responsibility, premeditated association, creating and managing value system and to provide support and motivation to his teams. A manager is capable to accomplish all this by effective leading, sound planning, monitoring and communicating. Among these mentioned factors perfect and precise communication is of utmost importance. It is a manager's

communication skills which motivate and inspire teammates to work hard and achieve team targets and organizational goals as well. According to an older study, everyday manager spent 70 to 90 percent of their time in communicating with their teams and others at workplace. Effective communication act as an advantage of a leader to lead effectively. So, on the basis of the study of previous work done by many authors in the past decade, the author has made an attempt to find how leadership is affected by communication. What all are the key point managers have to keep in mind while communicating with their teams and suggestions to improve communication to make leadership more effective.

*Keywords: Effective Communication, Leadership Style, Trust, Barriers, Principles*

Effective and accurate communication act as an important factor to grow as an efficient and successful leader or manager. To achieve professional success managers must be effective and convincing communicators. It is important that managers and their teams must learn the how to communicate perfectly as this will not only help teams to complete their projects successfully, but also enable organizations to achieve success and growth (Lee Froschheiser). According to many researchers, leader is one who has an ability to take charge, direct, encourage, or stimulate others. They have an attitude to convince others and to make them follow the goals or the participles defined by them. They are result oriented hence, well trained and expert in controlling difficult to difficult conditions and help to enhance the output of teams working with him. A leader could be anyone, as the person who has charge taking attitude is a leader. He could be a prime minister or president of any nation or an executive working in an organization. These people have cluster of leadership qualities, but are not able to lead if they are not good communicators.

Communication enables them to share what they have and what they expect from others. So, it is effective communication, which makes leaders to lead successfully (Frese et al 2003, Deborah J. Barrett, 2006). Good communication skills help to develop better understanding and beliefs among people inspire them to follow the principles and values which their leader wants to inculcate in them. In the absence of good communication skills, a manager fails to achieve the goals set by him and by the organizations and makes him an ineffective leader. By interacting more efficiently with his team and colleagues, a manager can increase his potential and will be able to get work done by members of his team. Good leaders are very well aware with the fact that productive communication is not a one way process rather there are two key factors which complete communication process: speaking and listening with understanding. They know that they cannot make this process continue until unless they are heard and understood appropriately by their team members. To make this process smooth an effective manager has well planned objectives in his mind which he has assumed to be achieved after communicating. For achieving the objectives of the communication leader imagines the opinion, emotions and knowledge level of the receiver and prepare action to support communication so as to make others understand the message he wants to deliver. He delivers the well planned messages with persuasion and relates them to the aim and objectives to be achieved with the

help of communication. Asking for conformation or understanding of the message indirectly is one of the key note qualities of a good leader. While receiving any message, he keeps all his doors open and try to figure out the main idea. Even in case of negative feedback he doesn't lose his heart and take it as an opportunity to learn new things. He always tries to understand the weak points and analyze the usefulness of the communication. In case of miscommunication taking corrective measure to rectify the mistake is also important and must be done by the managers or leaders. Hence, to establish oneself as a great and effective leader one must be an effective convincing communicator and needs to learn skillfully the art of extraordinary communication, this would further support manager and his team to attain new levels of quality leadership. Ethos is also acting as an important aspect of effective leadership. It is must for a leader to be sensitive towards moral ideologies. According to a research on leadership, the trust is a factor which any individual wants to have before following anyone enthusiastically in any situation, whether it may be a battleground or meeting room and want to get assured that the leader they are going to follow is truthful and ethical (James Kouzes and Barry Posner, 1993). In developing this trust factor a leader must be able to share his vision with them by interacting with them. Hence, for effective leadership, effective communication serves as a significant ingredient.

#### Communication: A vital Aspect to a Leader's fate

The utmost essential key to great leadership is communication, (Toisler, 2003). A leader is among one of the employees with exceptional skills set and in one situation or another he has potential to step forward to take charge and mentor others who lack experience and skill set and in one situation or another he has potential to step forward to take charge and mentor others who lack experience and skill set, tries to inculcate skills by motivating them and help them in achieving their individual, team and organizational targets. To become a great leader one should be a great communicator. Great leaders are always considered as first-class communicators, they have a clear set of values and they always believe in promoting and inculcating those values in others. It is due to this reason that their teams appreciate them and follow them as a leader. Being great communicator does not mean great talker. There is a big difference between the two, the thrust of gaining more knowledge separates excellent communicator from a good talker, who lack knowledge and get confused while interacting with others, whereas great communicator speak in confidence and never get confused because of the knowledge they possess. They have ability to connect to passions and ambitions while communicating their ideas with others. They are aware of the thing that if fails to connect with the audience they might not be able to pass their idea to them and purpose of communication will not be achieved. The best communicators always have a unique quality of listening peacefully to what others are speaking. This makes them good observer and enables them to read a person or group's mind by analyzing the attitudes, behavior, activities, ideals,

anxieties and are able to modify their messages according to the situation. Leaders who communicate effectively to encourage and stimulate their people are considered to be the best leaders or managers. They ensure work, discipline, and a sense of responsibility among team members. They have strong and precise set of working principles and believe to incorporate the same in their teams and because of this they are highly appreciated and followed by their team members (Lee Froschheiser). When a leader inspires his team, group or people ground him by communicating his ideologies and aims perfectly make them enough efficient to perform the entire assigned task effortlessly that concept is Leadership communication. It has been observed that all the managers or leaders are mostly busy in communicating with one or another while working and spend 70 to 90 percent of their time in group or team interactions everyday (Mintzberg, 1973; Eccles & Nohria, 1991) and there is a significant increase in this percentage with the invention of new communication technologies like mobile phones, e-mail, messaging, social sites, etc. This vast percentage of time spent by managers in communicating highlights the importance of strong communication skills for leaders who want to expand their leadership positions. Even many researchers have explained the concept that it is effective communication that takes an individual from lower level to the leadership spot. In fact, it has been proved that individual who can communicate exceptionally, is capable of taking significant decision and are able to get the work done by others is recommended more frequently for leadership position in an organization (Bowman, Jones, Peterson, Gronouski, & Mahoney, 1964). Good communication skills support in creating an atmosphere for exceptional understandings of what is being communicated and encourage teammates to blindly follow their leader: Thus, to become an expert in leadership communication is indispensable priority for managers who want to attain excellence and remarkable growth in their professional career. A leader should make sure that communication is continuous and also ensure the appropriate use both informal and formal approaches (Bill Back). It is very good to use a combination of formal and informal approaches while communicating. Informal means of communication helps to get exact and more regular evaluations of report concerns more rapidly. Informal interaction during breakfast meetings, roundtable meetings are always proved effective and helpful for discussing and finding solutions of various issues like trust and credibility whereas formal approaches require proper planning and execution.

## Leadership Communication

Leadership communication is defined as inspiring and encouraging an individual or a group by systematic and meaningful sharing of information by using excellent communication skills. Leadership communication is a complex process which starts from developing strategy for communicating, writing precisely and then speaking effectively to control difficult situations. Leadership communication has three major aspects: Core, Managerial, and Corporate. With an increase in leader's portfolio there

is a need to improvise communication skills to manage large horizon and to become much more effective all possible solutions. So complexity increases with an increase in the level of leadership. The Core Aspects Approach includes writing and speaking: these are the individualized skills and are required to be expanded, to lead and manage bigger groups or teams. Expressive cultural meetings, providing training facilities and mentoring are the skills which aid to manage bigger groups or teams. Expressive cultural understandings, listening patiently, team management and team meetings, providing training facilities and mentoring are the skills which aid to manage huge groups and are Managerial Aspect Approach of leadership communication. The Corporate Aspects Approach are the skills required at much higher levels of leadership, and there is a need to interact with an external sphere, skills which are most needed: maintain employee relations, communication during change and crises, media associations and image building. For an organization the biggest challenge these days is to win the trust of its employees, business partners and customers. An organization with leaders who are skillful enough to communicate responsively and frequently with perfectly planned and dedicated communication policies, to help to encourage not only employees, but business partner and customers as well to trust on the organization. Now the question comes, why a leader is required to build trust among stakeholders? The answer to this questions; leaders are the individuals who are followed by many people's because they trust him. They don't follow the leader they cannot trust on (Diane Bean). Trust is an influential tool that can increase reliability, integrity and gives you an added advantage in case of uncertainty. One cannot build trust as trust cannot be built, but gained or earned. For good and efficient leaders it is easy to earn trust because they know the value and importance of building and sustaining trust. Leaders have to put all possible efforts with the help of their teams which encourage business partners to have faith in the organization's leadership. Communication plays significant role in building trust by creating an environment which empowers leaders to lead efficiently motivating employees to work and achieving the ultimate goal (Jodi Macpherson). It becomes very challenging for a leader to stimulate, involve and hold their most brilliant team members of the leader won't trust their messages (Kaufman). If the employees have trust on their leader and are very well aware with what is going around, they will be most gratified and energized. By sharing essential information with employees, leaders can develop a culture of trust and can easily build associations with employees and other business channels that facilitate organizations to grow more rapidly. Trust building activities include communication management, sourcing the right networks, positive conversation about what else to be done and feedback of communication. Trust is essential because it is the trust of the people that has the capability to create a vest from slight and convert major into minor. Hence, it's must for an organizational leader to make sure that the people associated with them contain trust factor.

## Leadership Styles Influencing Communication

As we already know that communication has a great impact on effective leadership precisely the same is the case with leadership styles. Different leadership styles also influence communication process. There exists a ice-a-versa relation between the two

(Benita Zulch, 2014). Following are the styles of leadership which affects communication.

a. Style According to the Situation

The style of leadership is concerned with the practice and use of diverse leadership styles under unlike situations according to the need of audiences and personal leadership qualities. Under every situation the communication gets affected as some situations demand direct and strict communication and in other situation leader has to opt for indirect ways of communication. This can even make communication an effective process sometimes or may lead to mis-communication.

b. Goal Oriented Leadership Style

Every leader has a vision or goal for him and for his team. This vision or goals are synchronized with organizational aims and objectives. The leaders have to communicate the vision and goals to his team so as to motivate them to achieve them with efficiency. He communicates in a way so that he will be able to make others see what he is expecting from them. Team involvement, effective listening, clear and timely communication is the main feature of this style. This style of leadership makes communication an effective communication.

c. Directive Leadership Style

In this style of leadership the leader helps his team to achieve their personal work targets and team targets by telling them the appropriate methods and showing the right directing to achieve those goals. He acts as a director who support and enables his team to follow the path which leads them to achieve their goals more easily and perfectly by communicating effectively.

d. People Centric or Employee Oriented

According to this there are two types of employees working in a team: active and lazy. The active category includes those employees who are self-motivated and enthusiastic to work hard for accomplishing the tasks given to them. Another one is those who need regular motivation and encouragement to perform their duties. Here the leadership style people centric as leader have to be in regular touch and communication with these employees to get the work done. The leader has to make strategies in accordance to employees to make them attached to their work. Communication is an important part of this leadership style.

e. Leadership Style According to the Intellectual Level

It is believed that a leader must adjust his leadership style by keeping in mind the intellectual level and maturity of the employees. Here maturity does not refer to

the sensitivity or age, but it means work stability, tendency to handle complex situations, potential of achieving given target.

Effective leaders always try to maintain a good balance by adjusting the leadership method which further has an influence on communication.

f. Behavioral Leadership Style

This style of leadership differentiates among two elementary ways of leadership; one is a work-oriented and the other one is individual orientated.

Accomplishment, inspiration, readiness and aptitude to take accountability, learning, and knowledge regulate the blend of this style. This leadership style does not depend on so many ways, but it hinge on the situation, where and why it has to be used. The consequence of this style is that during communication, associations must have sufficient consideration to make interaction a successful one.

g. Action Based Leadership Style

This style recommends that the leader should give emphasis to three main duties; assignment, group and individual. A leader must have to concentrate on the assignment given, the team working on that assignment and individual issues of the team members and should try to meet the deadlines by focusing on each one at different times. Here, the main drive of the team is to get the work done and the leader has to uphold the focus of the team to achieve objectives. It is essential for a leader to boost and increase the balance between the needs of the tasks, team and individuals by regularly and effectively communicating with them.

### Barriers to Effective Leadership Communication

Communication simply means to transfer the information or message from one individual to another or to a group. Whereas effective leadership communication means transferring message by keeping in mind the understanding and ability of the receiver and to make sure that the receiver will be able to find the exact meaning of the message or information passed to him. Effective leader while communicating must ensure that there would be no chance of any kind of miscommunication or misunderstandings. But, on the basis of previous studies, practically it is not feasible for a leader to make all the communication effective as many barriers like noise, disturbance, unique understandings levels and different cultural backgrounds make it difficult to make communication effective. While communicating in a group, although all good leaders try to keep in mind the listener's point of view, but still it becomes difficult to make everyone to understand, what exactly a leader wants to deliver. The problem in communication arises from the disturbances or barriers in the transmission, either by the leader or by the receiver. Some of the barriers are as which affects good and effective communication are as follows:

- Lack of planning and purpose before communicating with others restrict a leader to communicate effectively with his team.
- Even if the planning is done by a leader before communicating but without keeping in mind the nature of audiences will make communication process ineffective.
- Choice of inappropriate tools and techniques by a leader for doing communication with the team will act as a barrier and reduces the level of exact understanding of the communication done.
- Choosing wrong language as a communication medium is also one of the biggest barriers which make leader communication ineffective.
- Lack of trust on each other and disrespect is another factor which makes leader communication ineffective.
- Wrong assumptions about listener by ignoring their emotions and sensitivities, alter communication into miscommunication.
- Use signals, postures and gestures which do not support the words used during communication.
- Ignoring the feedback aspect while communicating is also a barrier.
- Lack of self-confidence, values, courage, and knowledge also stops communication becoming an effective one.
- Lack of major leadership qualities also makes a leader to communicate ineffectively. □  
Inability to adapt to changes is also a strong barrier.

These are some of the barriers which the effective communication process and affect leadership communication abilities of a leader. To get rid of these barriers they need to attain mastery in core skills.

How Communication Improves Leadership Qualities?: Suggestion/Principles of effective leadership communication.

Communication was earlier considered as a soft skill which has no impact on organizations. Even while hiring individual communication skills never was a major criterion for hiring. But the concept has been changed; communication has a very large impact on business. It is assumed that effective communication with the leaders stimulates employees stay engaged and to perform their duties efficiently (Diana Clement, 2008). Good communication involves a pre prepared plan. Leader's communication must match with his actions and should be two-way communication. Sharing of bad news must be done face-to-face in an effective manner so as to reduce its direct impact. The root cause of many problems is the improper and untimely sharing of information or communication. Effective communication management is a principal leadership skill. Here mentioned some communication principles to become an excellent leader:

- A leader must be confident enough, while communicating with others. People must believe the communications made by their leaders. Lack of confidence while communicating, can make team members uncomfortable, and unenthusiastic about their work. Confidence helps a team to work together to achieve desired goals.
- True leaders always have to communicate the rules clearly to his team and should follow those rules himself, which he expects to be followed by others and must communicate indirectly to his team that he is capable enough to do what he expects from them. He must lead his team by setting examples himself.
- A great leader must be energetic and self-motivated while communicating. If the leader is doubtful, negative or disconnected, no one in the team could relate to him. Only highly energetic and self-motivated leaders are considered as effective leaders because they have the potential to motivate and to raise the morale of their teams.
- Great leaders must be steady and trustworthy while they communicate. There must be a value, grace, and regularity when they interact with their teams, but can also modify according to the listeners. They have to upgrade their personality as a trustworthy communicator to develop trustworthiness among his team and various business channels. A quick change in attitude is not considered as leaders' best quality.
- A good leader must always be easy to approach without any barriers. If the team members are left with doubt about the information sharing during the communication process. He should be readily available to his team and to other channels as well. Inaccessibility makes a leader unsuccessful and incompetent.
- A leader to become effective must have a clear thought process. There must be clarity in opting communication techniques, channels and approaches by keeping in mind the intellectual level and understanding of listeners. He must be very competent to manage multifaceted things and will be able to convert them into simpler form to make his team understand and to perform extremely well.
- Communication by leaders must be clear, brief and also he should value thoughts, ideas and feeling of others. An excellent leadership required to admire all cultures, knowledge, education, moral values, different demographics and communication inclinations.
- It is must for a leader to establish a transparent system of communication. There should be no space for any grapevine to develop. Until unless very confidential, there will be no secret between the leader and the team.
- A leader should be very much focused and stable while communicating with his team because during difficult situation team depend on leader effective communication for the getting stability and solutions.
- Strong leaders should be comprehensive in communication and must try to overcome differences positively and practically.

- A leader must also emphasize on effective listening rather than completely focusing on effective speaking, because to hear patiently is as significant as to say effectively.
- A great leader must always concentrate on communicating with teams rather than simply sharing information with them because communication can inspire opinions, approaches and activities whereas information means just to inform.
- For a leader communicating without fear is most important, he should communicate without keeping in mind the fear of doing blunders or errors. In case, where a leader ends up with some errors, he should admit them openly to gain trust and respect of the team members.
- A leader has to be sure while sending messages to his team because a wrong message may end up in conflict and difference in opinion. The message should be clear, precise and properly written.
- A leader must communicate with an open mind and always welcome suggestions and ideas for improvement in his style and for enhanced learning.
- A leader must swap his ego with understanding as ego hinders learning and decreases the appreciative tendencies which may lead to many problems among team members.
- A leader must be aware of what he is speaking to his teammates. The communicator must select a message without any ambiguity. A leader must have full knowledge of the subject he is about to discuss to avoid confusions.
- A leader may not have time to communicate with all team members individually, so he must develop an art of interacting with individuals even if they are in groups. He should address the group in such a manner that it seems like he is talking to all individuals solely. Not only the above mentioned principles, but there are some more which show that leadership communication is about inspiring others to achieve great things.
- A leader must be skillful in narrating stories and using anecdotes while communicating this aid to instigate understandings and behaviors of associated groups.
- For a good leader it must repeat the message several times until unless the last member of the group will understand the meaning of it. This repeating of message or information during communication helps to increase the productivity as each one becomes able to understand the idea or concept.
- A leader must be aware with the use of all communication technologies and channels like, face-to-face meetings, video conferences, telephone conferences, emails, etc. to keep in touch with all his teammates and to motivate them time to time.
- An effective leader must always encourage a feedback system to improve the workplace environment. Feedback will help to overcome shortcomings and to rectify errors if any.

## Limitations

The main thoughts presented in this paper have highlighted the general knowledge and understanding of basic leader's communication, but there exist some limitations such as there is still more literature that should be reviewed and lined to this study. However, due to a lack of time and inability to get access to libraries and portals, it was difficult to collect all the resources. The data collected may not be sufficient to explain the concepts more broadly. Due to copyright issues, delay in obtaining permission for referencing some of the best papers. Future research needs to collect more data and resources related to leadership communication to write a good conceptual paper and develop a better conceptual model.

## Conclusion

As stated in the beginning, ample studies and research have been done with the same purpose of identifying how communication and leadership are interrelated to each other. Why excellent communication skills are required to manage a team at the workplace or to manage an organization efficiently? How communication is affected by the different leadership styles? What all are the qualities which make a leader a perfect communicator? In concluding lines we can state that effective communication and leadership together gives an effective leadership communication. A leader cannot become an effective leader until unless he is an excellent communicator and must use his ability to let individuals follow him. He must have knowledge and will be able to communicate that knowledge to others at work must have the competencies to motivate them to achieve which seems to be impossible for others. Communication makes a leader effective who develops better understanding in teams. These understanding bring a sense of trust in employees on the leader and on each other, work together, which further reinforce congenial relations with team members and creates an excellent work atmosphere. While working with such a good healthy, positive and congenial environment they get motivated and enthusiastic to work much harder. This dedication towards their work makes it easy to achieve their targets quickly and have their productivity increases. On the basis of this conclusion the author has proposed a conceptual model of effective leadership communication in Fig.1. There is another point of view that different leadership styles also have an impact on communication. As different communication styles have an impact on leadership similarly different leadership also influences communication (Benita Zulch, 2014). With a change, a change in style that impact of communication also alters. In some of the style like where the leader has to handle a tough or critical situation he need to be little hard and leadership style will become authoritative, but must have a control on his communication otherwise it may become a miscommunication or an ineffective one. In another example, whereas to deal with a group with different work attitude and styles here needs to be more people centric and should communicate in a way that he will be able to communicate at individual levels even while interacting with a group. At the end, we can say that both communication and leadership are linked deeply and cannot be done on individually. But still there is no such explanation or clarification to these questions as concepts may vary person-to-person and every individual has his own perception about the

things happening around. On the basis of the above discussion and understanding of the concept, the author has designed a Conceptual Model for effective leadership communication and leadership together develops better understanding among team members and the leaders or manager.

More understanding inculcates the trust factor which is very important to work together. Trust gives congenial relations which further helps to build a good working environment where employees feel motivated and enriched with self-confidence and work in coordination and this coordination yields best of their performance by accomplishing the given targets; individual as well as team targets. Given below the model figure:

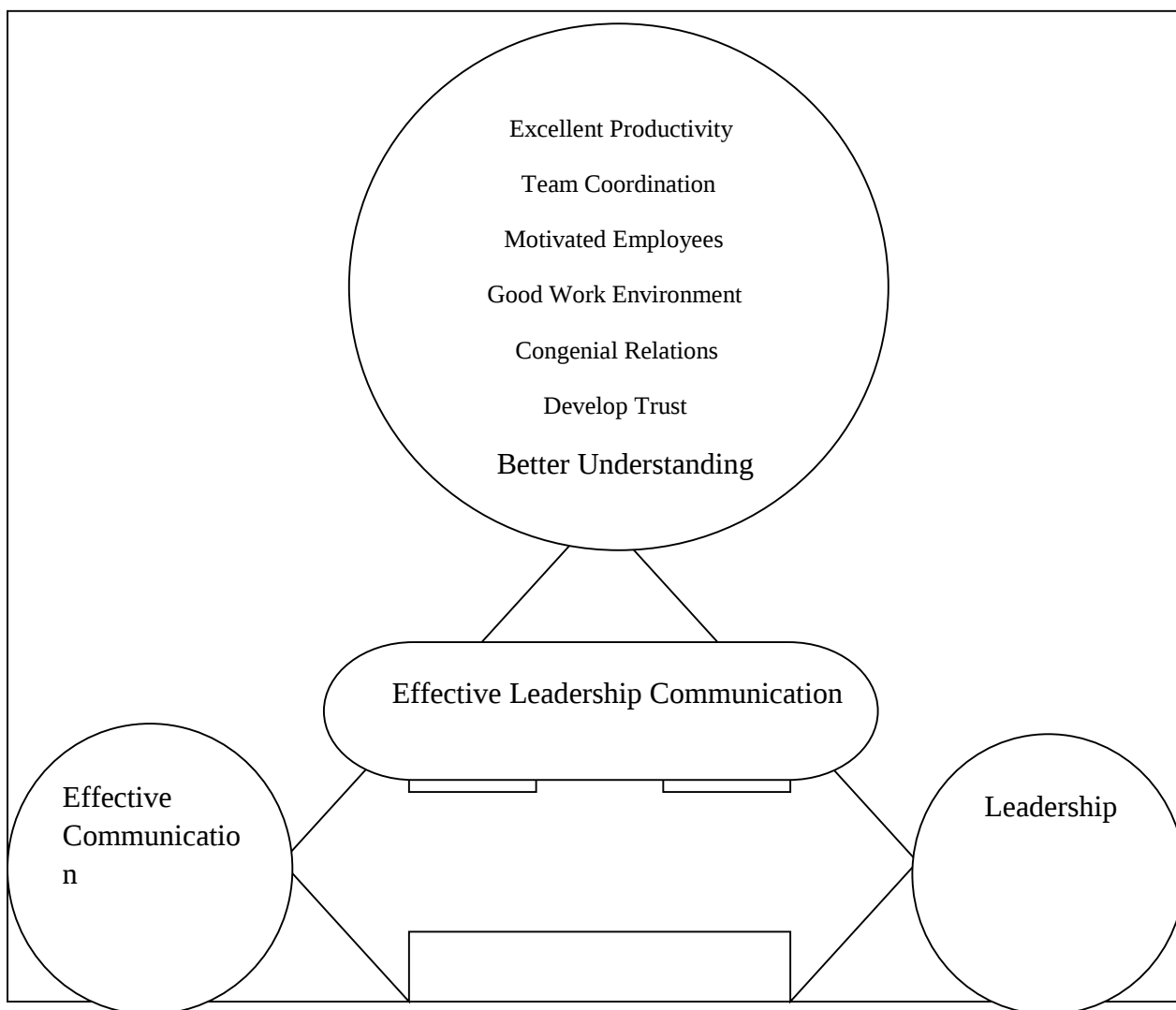


Fig. 1. A Conceptual Model for Effective Leadership Communication

## 1.1. FINDING THE GAP IN LITERATURE

### Managing Organizational Change through Effective Leadership: A Review from Literature Introduction

As organizations are facing challenges in the globalization era, changes within the management of the organization must be made to ensure it can position itself in the competitive and ever-changing environment. A well-planned change management is crucial to ensure that change can be made to the entire organization and effectively implemented. Change management is widely known in the private sector; however, it is progressively rising in the public sector.

Organizational change must be driven by good leadership so that it is effectively and efficiently administered. This paper aimed to evaluate how prior research had been dealing with change management in recent years taking into account of leadership styles of the managers. Well-known kinds of literature will be discussed to outline the importance of an effective leadership style for managing organizational change. The overall views from past studies show that a good manager has the ability to drive the employees to accept change initiatives in the organization. The study recognize one of the factor to manage change in the organization that could be practically used to steer the top management, leading to corporate future direction in progressive society and vibrant economy, worth fully for further study.

*Keywords: Organizational Change, Change Management, Transformational Leadership.*

In this 21<sup>st</sup> century, change management has been the ‘flesh and blood’ in both private and public sector. The impact of change is also significant in the emerging industries. All sectors need to be positively responded to current trends in terms adoption of innovative ideas and effective and efficient work processes (Barber, Donnelly & Rizvi, 2013).

Change is a continuous and fast process that involves three phases. The first phase is unfreezing which refers to creating readiness to change by stating the importance and benefits of change. It is necessary to every individual and organization to leave the current state of comfort. Second phase is moving, where the change players have to move forward and enabling change adoption. The last phase, on the other hand is refreezing, where new changes or norms in the organization are widely accepted and routines the changes (Awour & Kamau, 2015).

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According to Akinbode & Al shuhumi (2018), to successfully manage change, there is a need for an organization to have skillful and effective leaders and they on the other hand, need to understand the change management process. They are also needed to equip themselves with an appropriate leadership styles and traits so that these leaders are able to initiate and guide the change process successfully.

It is undeniable that the basic principles and practices of leadership and management have been significant all this while (Dike Odiwe & Ehujor, 2015; Darwish et al; 2020). However, this relationship is seen becoming more complex due to the dynamics of the 21<sup>st</sup> century organizations and the new global economy. To comply that, leaders that are able to make quick decisions, are up-to-date with the current technologies pace, great communicator between the superior and subordinates and most importantly, skilled agents who manage to use persuasion reasons to get the followers' support or organizational change implementation. Hence, this paper aims at reviewing the relationship between transformational leadership styles and managing change in organizations.

Based on the Review of Change Management in United Nations Systems Organizations by UN Joint Inspection Unit (2019), it can be concluded that 20 percent of 26 organizations, the change management has not been fully appreciated or understood in the reform, and where some organizations have done so in an ineffective method. Meanwhile, 30 percent of the reform showed evidence of incorporating the majority of the key elements of change management where it was illustrated a direct relationship between the presence of key elements of change management and the depth which they are applied.

## Literature Review

The study started the discussion with organizational change, leadership and followed by focusing on transformational leadership. Finally, the role of leadership in change management was reviewed from past literature reviews.

## Organizational Change

In Hussain et al (2018), organizational change refers to the explanation of the movement of an organization from a current known state to an unknown desired future state. Meanwhile, Jones (2010) defines it as the process by which organizations move from their present state to some desired future state to increase their effectiveness.

Gerwing (2016), revealed in his studies that previous researchers in the nineties, Porras and Robertson reviewed the theories and literature generally on organizational change. The researchers also conducted a deep research on the field of organizational change. There are two kinds of organizational change, which is 'planned versus unplanned change' and 'first order versus second order' change. According to Porras and Robertson (1992), the difference between planned change is a careful verdict or process to progress the organization while unplanned change respond to external influences such as technologies or competitors that affect an organization's main business. To face that situation, organizations must react proactively in order to respond in a more adaptive manner towards planned change.

Continuous improvement can be represented by first-order change. It may cause less fundamental impact in the business as it is merely the changes or adjustments in the existing systems or processes. Changes in the hierarchy of an organization are one of the examples. However, second-order change can be seen more drastic and crucial. It is also interrelated with the unplanned change. Porras & Robertson (1992) termed this pattern of change as 'revolutionary change.'

In Kuipers, de Witte & der Voet (2013) mentioned that organizational change aims at making some and obvious changes in the organization. To identify whether there is a success in an organizational change, previous researchers or stakeholders would look into the different perceptions on certain change initiatives as the term success is subjective. It was actively debated that a successful organizational change will result in organizational performance, while other researchers viewed successful change as a result of supportive employees and their attitudes towards change.

## Leadership

Leadership is defined as the ability to influence a group of employees' values, beliefs, attitudes and behavior (Ganta & Manukonda, 2014). A leader with strong leadership skills can easily motivate and influence the employees of the organization and apply effective changes to the organization.

Organizational change is a 'no-show' if there is an absence in effective leadership (Atkinson, 2015). The reason behind this is because there are no leaders that motivate and lead the organization's employees as well as provide clear direction for the organization (Hao & Yazdanifard, 2015).

According to Bass (1985), leaders must become the change agent in promoting change by creating vision. The created vision on the other hand must be clearly defined, understandable and attainable. Leaders must possess a clear understanding of the strategic objectives for their organization, identify actions needed to achieve the objectives and conduct an analysis of the organizations existing ideologies (Belias & Koustelios, 2014).

The role of leading changes is on a leader's hands. Leaders help people to develop necessary skills to facilitate them in coping up with the changes in an organization (Awour & Kamau, 2015). An effective and strategic leader must be attentive towards the formulation, implementation and sustaining the change efforts. In this twenty first century with the vast technological advancement in order to make organizations gain the competitive advantage that their competitors, organizations should be more adaptive to change. Singh (2011), believes the adaptive to change can only be achieved through organizational leadership.

There are two famous types of leadership, namely transactional and transformational leadership. In Carter, Arnaenakis, Field & Mossholder (2012), a transactional leader is one who gives reward in the form of promotions, raised pay, desired change of duties and many others to those who follow. Punishment will also be given on the other hand to those who did undesirable behaviors. Meanwhile, transformational leaders change people around them by using their knowledge, expertise and vision. This will encourage full participation in changing others and the change will remain even when the leader is out of sight.

## Transformational Leadership

Previous researchers, Holten & Brenner (2015), did a study on leadership styles which are transformational and transactional and followers' change appraisal, both directly and indirectly through manager engagement. The researchers studied two Danish organizations, tracking the planned implementation of team organization at two different times. The finding of research is leadership styles and manager engagement is crucial in promoting such appraisal and consequently

supporting positive process and outcomes of change. Transformational leadership may be an effective approach to enhance followers' positive appraisal of change. The entire process of change may be benefitted from the longterm and short-term positive effects of managers increased potential. Apart from that, the awareness of managers' role in communicating important information, interpreting the individual consequences, and working actively and positively towards the change may be an area of positive investment for organizations in change. Hence, a long term focuses on managers' abilities to perform both transformational leadership and to engage them specifically in the change.

In Belias & Koustelios (2014), strategic leadership needs to be transformational if it is aimed to serve the organization. Their studies stated that transformational leadership style is suitable for change culture because change culture needs much energy and commitment to achieve outcomes.

Transformational leaders emphasizes that change is accomplished through the leader's implementation of unique vision of the organization through powerful personal characteristics designed to change internal organizational cultural norms.

Strategic leaders have the best perspective where the knowledge is concerned to see the dynamics of the culture, what should remain, and what needs alteration. Past researchers mentioned in their studies that "Leaders are the arts of mobilizing others to want to struggle for shared aspirations." Therefore, it is crucial for leaders to be highly skilled in change management process if they want to be successful change agents. The main task of management nowadays is the leadership of firm change. Good strategic change leadership involves instrumental roles and big interpersonal skills. Good change leaders find out the important dimensions of change leadership. Being able to balance the roles depends mainly on whether a leader has certain qualities needed for good change leadership which supported by strong skills.

Meanwhile in Faupel & Sub (2018), their research supported that a transformational leadership can give positive effect on employees' change-supportive behavior during the implementation of organizational changes. An effective leader in the organization has helped to drive the motivation of the employees to support change. This has intensified the effort when the employees engaged in the process and there is an encouraging change consequence through transformational leadership within the organization. Transformational leadership is said to be the only way to achieve higher levels of valence and work engagement as it can give the true picture of the benefits and meaning of a change for employees.

In another journal article related to leadership style in organization change management, various leadership styles have been studied that can see as a change agent or change management promoter, Mansaray (2019) reviewed various types of leadership such as authoritarian leadership, transformational leadership, laissez-faire, servant-leader, transactional leadership and many more.

To his findings, the most supportive style is transformational leadership. It is hugely supported by Bass & Riggio (2006); Eisenbach, Watson, & Pillai (1999) where in order to manage organizational change, transformational leadership is the most suitable style. This leadership style is at the best position to face the trials and difficulties of the emerging administrative practices because

transformational leader has the capability to drive his group in delivering and providing more than the organization expected.

In another study by Wanza & Nkuraru (2016), the importance of strategic management in organizations nowadays has increased widely and become the most crucial elements. Strategic outcomes depend on the managerial proficiency and key management functions that involves learning to delegate, planning, organizing, clear communication, employees motivation, adaption towards change and constant innovative ideas generation. In order to ensure change management to be effective, leaders in an organization need to successfully motivate their teams or subordinate so that there will be high participation rate in the change management process. This, in hand is aligned with other researchers' view where every manager needs to acquire good leadership and managerial skills to induce workers to change directions (McLagan, 2002). Constant motivations and guidelines within the organization should be led by a leader or manager as it can also improve employees performance and hence indirectly, improving organizational performance.

One of the findings of their study is leadership in an organization provides direction as a leader will influence others to follow. A positive attitude from the leaders or managers will critically affect in behavioral changes and performance of the employees at work. This is because a leader or manager considered quality if he or she evaluates the relationship between leadership style and employee levels of organizational commitment. The type of leadership style is similar with transformational leadership style.

#### The Relationship between Leadership Role and Change Management

From the review done by the United Nations (2019), specific needs of the organization need to be tailored and informal mechanisms can structure dialogues and engagement with the staff as readiness assessments do not have to be huge and costly.

Among the critical success factors listed in the review are senior leaders need to contribute to the change. Apart from leadership by the executive head alone, a clear governance structure for change management-related reforms is also necessary. This is to ensure that the process can be influenced by the relevant stakeholders limited by their role and structure depending on organizational configurations and the type of reforms. Moreover, expertise or capacity in change management across staff is also required. The selection and use of change agents across an organization in a reform is critical as reforms that use change agents across an organization are twice as likely to have good depth across the key elements of change management, United Nations (2019). Therefore, there are specific leadership styles or traits that are suitable for effective organizational change.

There is an increasing number of recognitions where most successful implementation of change is impacted by good leadership practices, styles and behaviors. There are some agreements among past researchers on significant role of leaders' behaviors towards change success. Strategic renewal is also seen as a consequence of leadership behaviors that build effective relationships with followers and engage them with the strategic vision and goals through high levels of involvement and participation (Kuipers et al, 2014; Higgs & Rowland, 2011; Bamford & Forrester, 2003).

Furthermore, Nwakisaghu (2019) studied how leadership act as strategic management change determinant. The adoption of changes by strategic management change determinant. The adoption of changes by strategic management is built upon trust, organization culture, learning, teamwork communication and leading. This is in line with Atkinson (2015) view on strategic management changes can take placing if there is effective leadership in the organization. The determinants stated by Mwakisaghu fit with Atkinson's view as it is necessary for leaders to provide a clear direction for the organization as it helps to motivate and drive the employees in the organization. More in Mwakisaghu (2019), trust shows significant effect to determine the effectiveness of leadership. When the followers or subordinates trust their leader especially to the changes that is to be brought into the organization, they tend to follow as they belief he or she may lead them to the right part either for themselves and/or the organization. Other than that, leaders with strong leadership skills will shape a positive culture in the organization and thus, influences the behavior and attitude of the employees in the organization for the better (Lonescu, 2014; Schein, 2010). Both leaders and the employees should join training programs as further learning may improve their ability to perform well in their job. This can also help to facilitate the effective desired change implementation and at the same time enhance the productivity and performance of the employees. Lastly, Gilley, Dixon & Gilley (2008) in Mwakisaghu (2019) indicated that leaders who wish to facilitate effective change in the organization should encourage employees to collaborate and communicate with each other. Even the top management can learn and consider the strong points given by their employees.

| Author        | Year | Purpose                                                                         | Findings                                                                                                                                                                                                                                                                                                                                                          |
|---------------|------|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kuipers et al | 2014 | To find gaps of recent literature on change management in public organizations. | Both the institutional theory and the general change management literature are dominant. Authors suggest the area for future research into change management within the public sector should include at least seen particular themes and angles across the context, content, process, outcomes, and leadership of sub-system, organizational and sectoral change. |

|                      |      |                                                                                                    |                                                                                                                                                                                                                                                                                                                                   |
|----------------------|------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Higgs & Rowland      | 2011 | To explore the impact of leaders' behaviors on the successful implementation of change.            | There is evidence to support the view that managing change and understanding the complexity of the phenomenon plays a significant role in ensuring successful implementation. Furthermore, it has been proven the relationship between leader behaviors and the approach adopted to change implementation.                        |
| Atkinson & Mackenzie | 2015 | To demonstrate how aligned leadership with strategies can shape high quality performance cultures. | The results of the business can be immense once it has been established and aligned a strong leadership style with strategies for continual improvement. Business that develops a strong internal leadership capability and culture will be able to sustain any drive for change and guarantee a competitive edge for the future. |
| Nwakisaghu           | 2019 | To explain how strategic management change in organizations bring positive change.                 | Leadership is proven to be one of the success factors to motivate and continuously encourage and push them to change.                                                                                                                                                                                                             |

|              |      |                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------|------|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gilley et al | 2008 | To explore leadership effectiveness in driving change and innovation. | The perceived importance of specific leadership skills and abilities necessary for successful change and innovation. Thus, to enhance change effectiveness skills organizations will be interested in assessing and improving change and innovation talent and abilities of leaders at all levels, including the executive. Given the critical nature of change in the global economy, leadership and management development should focus on change skills and abilities. |
|--------------|------|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Table 1: Literature matrix on the relationship between leadership role and change management.

## Discussion and Conclusion

Based on findings, researcher synthesizes some opinions and ideas gathered from literature reviews from different scholars and academicians.

From the past researches reviewed in this paper, I can conclude that change management is crucial in every organization especially in facing the challenges in the 21<sup>st</sup> century as the issues nowadays are not as conventional as the last decade. Organizations must adopt changes within to meet the fast changing environment especially in business and also in serving public or communities.

Every challenges and issues varied and the approach to overcome new to be tailor-made. In approaching towards effective problem solving and decision-making, the leader or manager must first identify the issues and need to educate and convince the subordinates or follower to accept organizational change. Their acceptance towards change proves that the manager applies an effective leadership for managing change. To be a better leader, one has to undergo training so that the skills are improving. It is even better to include the employees as well to join the training as it can motivate them and hence, improving the productivity of the organization.

Leadership style varies according to individuality of the manager himself, but it brings similar vision of bringing change among the subordinates in the organization. The topic of leadership is highly discussed among scholars and it is still being debated even in this century. This also proves that good and effective leadership results in better management in organizations especially for promoting change and maintain the openness culture.

## Conclusion

This paper aimed to evaluate how prior researches had been dealing with organizational change in recent years taking in account leadership role. The first purpose was achieved with findings from the research reveals the leadership dimensions suggested by prior researchers. The key findings indicated that Transformational Leadership emerged as one of the important dimensions in recent studies. There are indications that proof a strong relationship between effective leadership and significant impacts on successful organizational management. Hence, the second purpose of this study was met where the variables could be practically used as corporate future direction indicator by top management. In closing, our objectives for this research have been achieved. Despite these findings, I hope to trigger more studies on this area as I believe that the identified dimensions are a strong indicator of a variety of different industries, yet we do not want to limit to them. More research can be carried out to uncover other moderators and illustrating how these performance measures affects corporate future direction even more clearly in future extensions of this research.

“Research is grounded in a philosophical position that is essentially constructivist in the sense that is concerned with how the complexities of the social and cultural world are experienced, interpreted, and understood within a particular context and at a particular point in time.” (Bloomberg, 2023).

## 1.2. PROBLEM STATEMENT/RESEARCH STATEMENT

Leaders are the engines for envisioning and creating innovative products and services in organizations (Reeves-Ellington, 1989). However, some leaders still lack the ability to plan, measure and implement innovative products and services. Innovation leaders are Roger's (1995) innovators, early adopters, opinion leaders, and change agents. In this study, experts in innovation leadership participated in a Modified Delphi methodology to forecast a competency model that can be used as a foundation for future innovation research from the individual perspective. As this perspective was the least developed of the three suggested by Slappender (1996), it was necessary to define categories of focus through an extensive literature review and environmental scanning. The three iterations Delphi methodology included two pilot studies. Measures of statistical and Delphic agreement were developed using 50 previous competency studies. Support for Delphic agreement was evident in both iteration two and iteration three; each of the eight proposed hypotheses was supported. An increase in the level of agreement from iteration two to three was initial support for the theory that the Delphi methodology would encourage convergence of the participant ratings. The Mann-Whitney U test showed no difference between the distributions of ratings in iteration three. Krippendorff's alpha reliability and Cronbach's alpha reliability supported the theory that both the content analysis procedure and surveys were reliable. The competency model of innovation leaders establishes and presents three tiers of 98 competencies in ten categories. The individualist perspective, given foundation with this study, is still in its infancy. The researcher suggests future research projects to bring the individualist perspective to fruition. A measurement tool for innovation leaders can be developed for human resource professionals so that organizations can recruit, hire and retain talented innovation leaders.

The researcher, as a practitioner, has been involved in many competency-based initiatives, including the analysis and development of competencies for all functions of a business organization with a lot of employees. The specific goal for this particular project was to integrate the organization's competencies into job descriptions, hiring processes, performance reviews, reward structures, and training initiatives. In doing so, the organization could tailor its programs to individuals in order to ensure the correct person-position/program fit across all human resources functions.

The most difficult task of this particular project was to integrate the organization's core value of innovation into its competency-based system. As the organization worked in a research and development (R&D) environment with high sales and business development expectations, good performance, senior leaders wanted to select employees who could lead the diffusion of innovations. The organization ultimately decided to strengthen the competencies of leaders who were responsible for diffusing innovations into the organization.

### Problem Statement

An innovation is an idea, practice, or object that is perceived to be new by an individual or other unit of adoption such as teams, groups, or departments (Rogers, 1995). To be an innovation, the ideas must add value to the organization. They may lead to new or improved products, services,

systems, or work procedures. The ability to be innovative is critical in every industry in order to adapt to changing technologies and working conditions, to come up with new products, to take on new skills and jobs, and to stay competitive (Bingham, 2003; Pagano, 1997).

Innovation is subject to influences from the individual, the organization, and the environment (Slappende, 1996). Historically, innovation in organizations has been studied primarily from the organization's point of view (Dramanpour, 1991, 1996; Gifford, 1992; Gruber, 1972; Lee, 1995; Lewis 1993; Martinsons, 1993; Meyer 1998; Prather, 2002; Ripley, 1992; Roffe, 1999a; Russel, 1990; Schronecker, 1995; Tannenbaum, 1994). Research has focused on the improvement of structure, structural relationships, networking, and categorization of types of organization.

Leaders are the engines for envisioning and creating innovative products and services in organizations (Reeves-Ellington, 1998). In the quest to develop leaders, workplace learning and performance, professionals can research and apply programs to foster innovation (Butler, 1996; Kossek, 1989; Roth, 1994). The attributes of effective innovation leaders can be monitored and analyzed and company climates conducive to innovation can be benchmarked and emulated (Fenwick, 2003; Kalliath, 2002). Commitment to innovation as a culture is prevalent in organizations as it is commonly woven directly into mission statements (Karakowski, 1999).

However, leaders still lack the ability to plan, measure, and implement innovative products and services (Waller, 1999). These challenges are exacerbated by the pressures to manage several different and often conflicting roles (Roffe, 1999b). The competencies that underpin these roles can be explored and developed by workplace learning and performance professionals. The generation and diffusion of innovations can be approached in terms of a socio-technical system developed to explore the relationship between the individual in an organization and the innovations they diffuse (Rogers, 1995). Organizations understand the individual by using competencies (Rothwell, 1998). Therefore, the basis for understanding innovation leaders in this socio-technical system is the creation of a competency model for innovation leaders (Tiemey, 1999). The model can be used by the human resources function as part of a competency-based human resource management system.

### 1.3. CONCEPTUAL FRAMEWORK

A distinction was made among the possible research methodologies that could be employed in this study in the creation of a competency model of innovation leaders. A simple literature review could not provide the robust analysis needed to create a competency model because data synthesis would rely on the researcher. This would create bias and lead to a competency model that is not fully representative of the data (Cooper, 1980). A Statistical Glassian meta-analysis provides an excellent way to summarize and synthesize quantitative data (Britten, 2002).

The body of quantitative research on this topic represents a fraction of the research gathered. Because a majority of the research was qualitative and the purpose of the study was to develop a competency model that represented all available research, this study could have employed meta ethnography as a method of analysis and synthesis (Slavin, 1986). However, there is very little support for this methodology among competency-based studies (Rothwell, 1999). The Delphi methodology has been used by over 50 competency-based studies and is a common method of identifying competencies (See Figure 1.1).

The group of interest in this study is innovation leaders. To understand this group, their profile will be outlined conceptually, beginning with their role as managers of people and/or processes (see Figure 1.). Managers of people and/or process management:

- a. Direct reports
- b. Indirect reports
- c. Matrix employees
- d. Consultants, or
- e. Have a significant impact on an organization's social system (Spencer, 1993).

The study is concerned with those managers of people and/or processes who can be considered to be;

- a. Innovators
- b. Early adopters
- c. Opinion leaders, and
- d. Change agents.

Individuals in these categories are involved with leading the diffusion of an innovation within an organization's social system. The categories came from the work of Rogers (1995) and exclude the ;

- a. Early majority,
- b. Late majority, and
- c. Laggards.

The decision was made to exclude these categories of individuals because they are either somewhat resistant to an innovation or take a significantly longer amount of time to adopt an

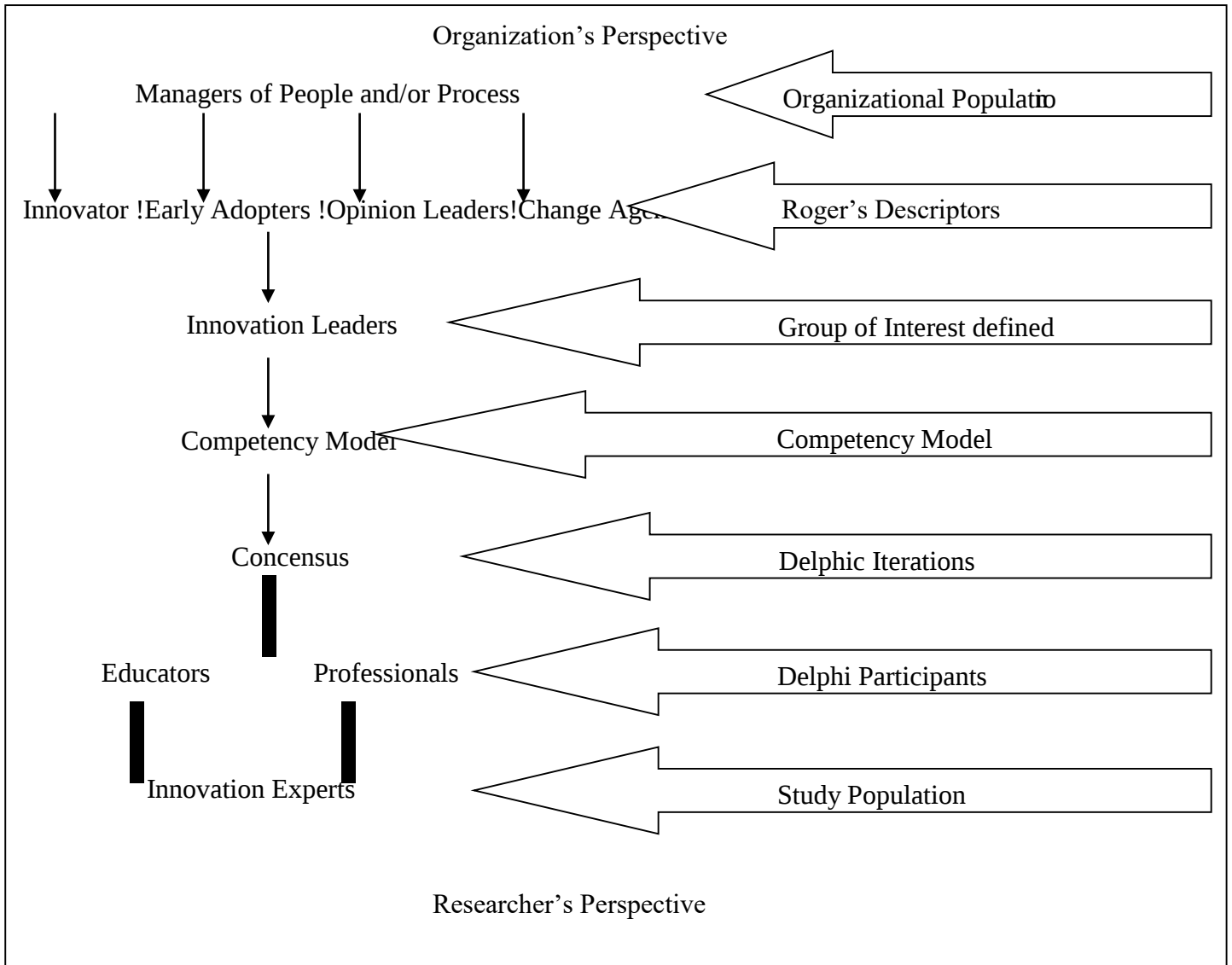


Fig 1.1. Conceptual Framework  
 innovation or take a significantly longer amount of time to adopt an innovation leaders.  
 Therefore, the group of interest in this study, innovation leaders, was composed of Roger's;  
 a. Innovators  
 b. Early adopters  
 c. Opinion leaders, and  
 d. Change agents.

A competency model is a description of the

- a. Knowledge

- b. Skills
- c. Capabilities, and
- d. Behaviors required to perform a job or function, or to sustain the desired organizational culture. Competencies are internal capabilities that people bring to their jobs, capabilities that may be expressed in a broad array of behaviors (McLagan, 1989). This demand-oriented or functional approach to skill assessment has the advantage of placing individuals. The definition is complemented by conceptualization of competencies as internal mental structures in the sense of:
  - a. Abilities,
  - b. Capabilities, or
  - c. Dispositions embedded in the individual. Each competency is built on a combination of:
    - a. Interrelated cognitive and practical skills,
    - b. Knowledge,
    - c. Tacit knowledge,
    - d. Motivation,
    - e. Value orientation,
    - f. Attitudes,
    - g. Emotions, and
    - h. Other social and behavioral components (McClelland, 1993).

Although cognitive skills and an individual's knowledge base are critical elements, it is important to include other aspects such as motivation and value orientation.

Competencies are acquired and developed throughout life and many can be learned and taught in a variety of institutions and other settings (McDowell, 1996). A favorable stimulus and institutional or social environment is necessary for the development of competencies (Jones, 1997). Competencies enable individuals to participate effectively in multiple contexts or work environments, and can contribute to an overall successful career (Prahalad, 1990).

### Assumptions

The first assumption of this study was that innovation is a social and interactive process, as suggested by Rogers (1995). The individual within this social system is the key to communicating innovations. The individual can be affected by conditions of situational context such as:

- a. Structure,
- b. Culture,
- c. Environment,

- d. Policies,
- e. Technology,
- f. Legal environment, and
- g. Industry competition.

When all situational context is stripped, it is still the individual's competencies that dictate whether an innovation can be led within the social system. The situational context merely moderates the rate transmission or effect of the innovation (Gallon, 1995). The innovation leader retains the: a. Freewill,

- b. Creativity, and
- c. Choice to lead the innovation.

Exploring the competencies of innovation leaders allows the situational context, realistically inseparable from the individual, to be taken into account. This was the second assumption of the study.

The third assumption of the study was that competencies are only observable in the actual actions taken by individuals in particular situations (Rothwell, 1999). External demands, individual capacities or dispositions, and context are all part of the complex nature of competencies. Competencies are manifested in the actions an individual undertakes in particular situations or contexts. The conceptualization is holistic in the sense that it integrates and relates:

- a. External demands,
- b. Individual attributes, and
- c. Context as essential elements of competent performance.

As such, experts should be able to identify competencies by their emergent behavior. This was the fourth assumption of the study and supports the use of a Delphi methodology to identify the competencies of innovation leaders.

The fifth assumption of this study was that innovation has a positive influence on the success of an organization, its products, employees, and the economy (Tidd, 2005). The knowledge economy is a global economy characterized by a focus on knowledge, change, and globalization. It is fast and unpredictable and driven by innovative knowledge-based firms. The key sources of innovation include:

- a. Research,
- b. Systemic innovation,
- c. Knowledge management,
- d. Integration,
- e. New business venture strategies, and

f. New business models, (Davies, 2005).

The innovation leader can support the success of this economy and the organizations, products, and employees it encompasses (Murphy, 2003).

## 1.4. THEORETICAL FRAMEWORK

### Introduction and need for innovation Leaders.

Since time immemorial, people have steered clear of change because of its complexity and the need to adapt to completely different mindsets. Any kind of change is difficult to accept because it demands that people leave behind the ideas and concepts, they trust and substitute them for something that is new but uncomfortable to them. The question then is not about turning up with something novel, but about persuading people to accept that change. This requires building trust and collaboration, as no change or innovation would be successful without joint action or collusion. The present century is one of adventure, excitement, and many challenges. Financial insecurities, social embarrassments, and a need to jump out of comfort zones are major factors driving a need for change and have decreased the adoption time for people. This has major implications on society because now more than ever, consumers are willing to put a premium on innovation. And innovation is the starting point for a revolution. Thus, it is essential to understand what exactly is meant by innovation?

Innovation leadership is thus the ability to inspire productive action in yourself and others during times of creation, invention, uncertainty, ambiguity, and risk. It is necessary competency for organizations that hope to develop truly innovative products and services.

Often, innovation is confused with invention and the generation of new ideas. Like invention is the conception of a new product, innovation is about making the existing product function better. “The Long Walk to Freedom,” Nelson Mandela compared the roles of leader and shepherd as follows: “I piloted from behind.”

### Innovation Leadership Theory.

We believe innovation leadership provides particularly powerful lessons to those wanting to address the big challenges of developmental reforms within their organizations. We can define leadership as the ability to influence a group towards the achievement of its goals. In management terms, if you achieve the aim of an organization through its members by the use of your authority, then that is called leadership. There are various theories prevalent today that dictate how leadership should look like. It is essential to really understand these theories to meet our organizational goals and groom leaders within organizations.

#### 1. Path-goal Theory

This theory has been around since 1970 when Martin Evans developed it while Robert House improved it in 1971. The Path-Goal model emphasizes the importance of the leader’s ability to interpret followers’ needs accurately and to respond flexibly to the requirements of a situation.

### Expectancy Theory of Motivation

Breaking it down for the layman, when will your employees or your team be motivated enough to work towards a task? First; when they believe that the goals they have received are attainable (Expectancy). Second, when there is a promise of reward (Instrumentality). And third, if that reward holds any value for them (Valence).

## 2. Leader-Member Exchange Theory (LMX)

The Leader-Member Exchange (LMX) literature is hard at its infancy, but the field is still under progressive development. This theory suggests that leaders automatically develop a relationship with each of their subordinates, and the strength of these relationships strongly influences the productivity within the organization. It encompasses two-way communication between the leader and the team member. The more trust, loyalty, and support present in this bond, the better the performance of the team members will be.

A study done in 2017 found that this theory fully mediates the relationship between abusive supervision and intrinsic motivation; intrinsic motivation partially mediates the relationship between LMX and organizational change movement.

A proper understanding of these theories thus helps foster the right environment for innovation by providing a general direction on necessary leadership functions.

To sum it up, creativity leads to innovation, and innovation gives birth to leadership. There is a basic formula to becoming a leader or starting entrepreneurship. It is a function of two major things – an initial idea and a willingness and creativity to engage in and sell that idea. Also, heroic creativity and leadership feature strongly in the careers of creative workers, optimizing well-being, satisfaction, and career coping strategies.

In a review of great entrepreneurs like Steve Jobs of Apple, Bill Gates of Microsoft, Jeff Bezos of Amazon, Martha Stewart, Jack Bogle of Vanguard, and Howard Shultz of Starbucks, CNBC's chief editor Eric Schurenberg (2014) notes "the thread that stands out, partly because it's unexpected, is a failure. Or more precisely: the ability to absorb failure and – by determination, grit, pugnacity, whatever – turn it into success." (For example, Myers et al., 2014).

There should be elimination of a hierarchy system that leads to an atmosphere of fear within the organization. Inculcating these practices can bring about positive changes towards innovation.

## 1.5. RESEARCH QUESTIONS AND ANSWERS [Q & A]

According to a Delphi panel of subject matter experts, what are the competencies of innovation leaders? In measuring agreement in iterations two and three of the Delphi methodology, the following eight hypotheses were tested. The first iteration of two hypotheses tested the level of agreement among professional participants, Ho: There is no agreement in regard to competency ratings within the group of professional participants.

H1: There is agreement regarding competency ratings within the group of professional participants. The second iteration of two hypotheses tested the level of agreement among academic participants, Ho: There is no agreement regarding competency ratings within the group of academic participants – H2: There is agreement about competency ratings within the group of academic participants. The third iteration two hypotheses tested the level among all iteration two participants, Ho: There is no agreement regarding competency ratings within the group of all iteration two participants, H3: There is agreement regarding competency ratings within the group of all iterations two participants.

The first iteration of three hypotheses tested the level of agreement among professional participants, Ho: There is no agreement about competency ratings within the group of professional participants, H4: There is agreement concerning competency ratings within the group of professional participants. The second iteration of three hypotheses tested the level of agreement among academic participants, Ho: There is no agreement with competency ratings within the group of professional participants, H5: There is agreement with competency ratings within the group of professional participants. The third iteration of three hypotheses tested the change in the level of agreement among professional participants from iteration two to iteration three, Ho: There was no change in the level of agreement for competency ratings within the group of professional participants from iteration two to iteration three, H6: There was an increase in the level of agreement for competency ratings within the group of professional participants from iteration two to iteration three.

The fourth iteration three hypotheses tested the change in the level of agreement among academic participants from iteration two to iteration three, Ho: There was no change in the level of agreement for competency ratings within the group of academic participants from iteration two to iteration three, H7: There was an increase in the level of agreement for competency ratings within the group of academic participants from iteration two to iteration three. The fifth iteration three hypotheses tested the difference between groups of academic and professional participants, Ho; There was a statistically significant difference in competency rating between the groups of academic and professional participants, H8: There was no statistically significant difference in competency ratings between the groups of academic and professional participants.

## 1.6. IMPORTANCE OF THE STUDY

As the dissertation was written, the economy of the United States was recovering from

- a. A possible recession,
- b. Unemployment,
- c. War,
- d. The consequences of one of the largest terrorist attacks in history and the Russian invasion of Ukraine,
- e. Elections that divided the nation, and
- f. Two Gulf coast hurricanes that caused a natural disaster and emergency evacuations.

Consequently, layoffs, outsourcing, and restructuring occurred in a variety of industries (Axxess News, 2006). Americans are seeing employment in an economy that needs sustained growth in order to support displaced workers. Innovation is the backbone of how organizations develop products and processes and increase sales (Avlonitis, 1994). Innovation has been linked to the development of new enterprises and growth of existing enterprises (Bingham, 2003). As new products, services, technologies, and enterprises are created, new opportunities for employment arise. Innovation can support the creation of new jobs in an economy (Pagano, 1997).

There is market interest in the global business world, high tech, and networking communication industries (Dorabjee, 1998; Galambos, 1998; Judge, 1997; Morgan, 2001; Nathan, 1999; Pearson, 1993; Ringer, 1998; Shan, 1994; Westwood, 1998; Wolff, 1991). Many of these company's products have recently come into a state of product maturity and companies are seeking new ways to maintain competitiveness. Changing federal regulations, especially among business organizations and parastatals, are forcing organizations to focus on innovation and transformation. Because of low levels of public approval, many organizations have come under scrutiny and are currently experiencing more stringent regulations from authorized bodies, United States Food and Drug Administration, the National Agency for Food, Drug Administration and Control (NAFDAC), etc.

Multi-billion dollar product licenses have been revoked. Leaders in the business world have indicated that a focus on innovation is necessary for the industry to survive and industry leaders are seeking research on the topic of innovation (Tidd, 2005). The competency model of innovation leaders addresses these problems and can allow organizations to understand innovation leaders from a human resource management perspective.

In academic research, there is a great interest in the topic of innovation (Dramanpour, 1991; Dramanpour, 1996; Grifford, 1992; Gruber, 1972; Lee, 1995; Lewis, 1993; Martinsons, 1993; Meyer, 1998; Prather, 2002; Ripley, 1992; Roffe, 1999a; Russell, 1990; Schroenecker, 1995; Tannenbaum, 1994;). Innovation has been studied from many perspectives, including:

- a. Adoption,
- b. Diffusion,
- c. Organizational culture,
- d. Business environment,
- e. Technology, and
- f. The individual (Rogers, 1995).

Of the perspectives, the least research has been completed on the individualist perspective. The literature review includes studies of different leaders and how they perform their tasks as leaders that are innovative and transformational in practice. However, no studies have explored innovation in terms of an innovation leader's competencies. Considering the significant gap in research and the practical significance or importance for the organizations, this study used the Delphi methodology to develop a competency model of innovation leaders.

Findings will provide workplace learning and performance research and professionals with a more general and synthesized view of the competencies of innovation leaders. Knowledge about innovation leaders can lead to new perspectives for further research. Workplace learning and performance professionals can use the competencies discovered in the study to develop and tailor competency models for their client organizations. Innovation leaders will gain an understanding of their competencies and how they might improve innovation in their organization from an individualist perspective.

## 1.7. PURPOSE STATEMENT

The purpose of the research described in this dissertation was to create a model of the competencies of innovation leaders. The model was created by a Delphic panel of experts who had a demonstrated knowledge of innovation in organizations from the individualist perspective. The result was an abroad, general, and non-position-specific competency model that can be used by workplace(s) learning and performance professionals in developing strategies to increase levels of innovation in organizations.

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## CHAPTER 2

### 2. INTRODUCTION OF LEADERSHIP THEORIES

Leadership theories are the explanations of how and why certain people become leaders. They focus on the traits and behaviors that people can adopt to increase their leadership capabilities. Some top traits leaders say are vital to good leadership include strong ethics and high moral standards.

#### The Major Leadership Theories

Relationship theories also known as transformational theories, focus on the connections formed between leaders and followers.

#### Key Leadership Theories

Key leadership theories are vital to the situations we find ourselves in any organization. They are as follows:

1. Great Man Theory
2. Trait Theory
3. Contingency Theory
4. Situational Theory
5. Behavioral Theory

#### What are Leadership Theories?

Leadership theories are schools of thought brought forward to explain how and why certain individuals can adopt to boost their leadership abilities.

Early studies on the psychology of leadership pointed to the fact that leadership skills are inherent abilities that people are born with. It was not until recently that formal leadership theories emerged, despite leadership becoming a concept of interest at the beginning of time.

#### Leadership at a Glance

A leader is crucial to the success of every team. Take an orchestra, for instance, one that consists of all the best musicians in the world but lacks a conductor. Even though every member of the orchestra can play perfectly by themselves, they will only produce an incompatible melody in the absence of a conductor. The same applies to communities, companies, and countries. Without a leader, nothing will ever run smoothly.

So, what makes leaders who they are? Why are some people elected as managers and presidents while the rest remain followers? Leadership theories were developed to find answers to these questions.

## Key Leadership Theories in Details

### 1. Great Man Theory:

According to the Great Man Theory (which should perhaps be called the Great Person Theory), leaders are born with just the right traits and abilities for leading – charisma, intellect, confidence, communication skills, and social skills.

The theory suggests that the ability to lead is inherent – that the best leaders are born, not made. It defines leaders as valiant, mythic, and ordained to rise to leadership when the situation arises. The term “Great Man” was adopted at the time because leadership was reserved for males, particularly in military leadership.

### 2. Trait Theory:

The Trait theory is very similar to the Great Man Theory. It is founded on the characteristics of different leaders – both the successful and unsuccessful ones. The theory is used to predict effective leadership. Usually, the identified characteristics are compared to those of potential leaders to determine their likelihood of leading effectively.

Scholars researching the trait theory try to identify leadership characteristics from different perspectives. They focus on physiological attributes such as appearance, weight, and height; demographics such as age, education, and familiar background; and intelligence, which encompasses decisiveness, judgment, and knowledge.

### 3. Contingency Theory:

The Contingency Theory emphasizes different variables in a specific setting that determine the style of leadership best suited for the said situation. It is founded on the principle that no one leadership style applies to all situations.

Renowned leadership researchers Hodgson and White believe that the best form of leadership is one that finds the perfect balance between behaviors, needs, and context. Good leaders not only possess the right qualities but they're also able to evaluate the needs of their followers and the situation at hand. In summary, the contingency theory suggests that great leadership is a contribution of many key variables.

### 4. Situational Theory:

The Situational Theory is similar to the Contingency Theory as it also proposes that no one leadership style supersedes others. As its name suggests, the theory implies that leadership depends on the situation at hand. Put simply, leaders should always correspond their leadership to the respective situation by assessing certain variables such as the type of task, nature of followers, and more...

As proposed by US professor Paul Hersey and leadership guru Ken Blanchard, the situational theory blends two key elements: the leadership style and the followers' maturity levels. Hersey and Blanchard classified maturity into four different degrees:

- M1 – Team members do not possess the motivation or tactical skills to complete necessary jobs.
  - M2 – Team members are willing and ambitious to achieve something, but they lack the necessary ability.
  - M3 – Team members possess the skills and capacity to accomplish tasks, but they're not willing to take accountability.
  - M4 – Team members possess all the right talents and are motivated to complete projects.
- According to situational theory, a leader exercises a particular form of leadership based on the maturity level of his or her team.

#### 5. Behavioral Theory:

In Behavioral Theory, the focus is on the specific behaviors and actions of leaders rather than their traits or characteristics. The theory suggests that effective leadership is the result of many learned skills.

Individuals need three primary skills to lead their followers – technical, human, and conceptual skills. Technical skills refer to a leader's knowledge of the process or technique; human skills mean that one can interact with other individuals; while conceptual skills enable the leader to come up with ideas for running the organization or society smoothly.

|                            |                           |
|----------------------------|---------------------------|
| <b>LEADERSHIP THEORIES</b> | <b>GREAT MAN THEORY</b>   |
|                            | <b>TRAIT THEORY</b>       |
|                            | <b>CONTINGENCY THEORY</b> |
|                            | <b>SITUATIONAL THEORY</b> |
|                            | <b>BEHAVIORAL THEORY</b>  |

#### Applying Leadership Theories at the Workplace

To a great extent, leadership theories have helped form and shape the kind of governance that exists today. Many aspects of these theories can be applied to help one improve his or her leadership skills.

##### 1. Maximize Your Strengths

As proposed by the Trait Theory, effective leadership depends on the traits that one possesses. Leaders should strive to focus on their strengths rather than their weaknesses. The strengths vary from one leader to another and may include:

- A strong will is crucial to staying resilient and seeing leaders through difficult times. No matter how challenging the situation may be, a strong-willed leader can find inner strength and carry on until he or she overcomes all challenges.
- A decisive nature is another strength that some leaders possess. Decisiveness means that when others may be perplexed, a leader can calmly assess the situation and choose one action to unite everyone. But, since they may not always make the right decisions, they must also be willing to learn from their mistakes.

## 2. Be Inclusive Leaders

Some of the complex situational theories emphasize focusing on people. It means that they acknowledge individual people to be their greatest assets and not just mere numbers in their workforce. Being an inclusive leader requires that one constantly involves other people in their leadership, whether it is by always welcoming feedback from others or delegating more responsibility to others than other forms of leadership.

### Key Takeaways

There are numerous ways of defining leadership. Some leadership theories attempt to explain what differentiates a leader, while some explain how great leaders come to be. The Great Man Theory believes that the inherent traits that one is born with contribute to great leadership. Situational Theory recommends leaders adopt a leadership style depending on the situation at hand, while Behavioral Theory is all about learning the skills necessary to become a leader.

Leadership theories don't only exist in history. They are concepts with actionable advice that can be adopted by many, from executive managers to community leaders and government officials.

### Other Leadership Theories

1. The Transactional Theory or Management Theory
2. Theory of Transformation
3. Behaviorist Theory
4. Functional Theory
5. Integrated Psychological Theory

### Types of Leadership Models/Theories

1. Transformational Leadership

Transformational leadership theory emphasizes the leader's ability to inspire and motivate their followers to exceed their self-interests for the greater good of the organization. Transformational leaders inspire their teams through vision, charisma, intellectual stimulation, and individualized consideration.

2. Transactional Leadership

Transactional leadership theory focuses on the exchange relationship between the leader and their followers. Transactional leaders motivate their team members through rewards, recognition, and a system of rewards and punishments based on performance.

### 3. Authentic Leadership

The next type of leadership theory is authentic leadership which emphasizes the importance of leaders being genuine, self-aware, and true to their values and beliefs. Authentic leaders build trust and inspire followers through their transparency and ethical behavior.

### 4. Servant Leadership

Servant leadership theory proposes that leaders should prioritize the needs of their followers above their self-interest. They focus on saving and supporting their team members, fostering a sense of community, and promoting growth and development.

Why Are Leadership Theories Important?

Theories of leadership describe how and why particular people develop to be leaders. They emphasized the actions and character characteristics that folks might adopt to improve their leadership skills. Top qualities that leaders cite as essential to effective leadership include strong moral principles and ethics.

It is not necessary to emphasize the importance of leadership. Any organization's success may be a result of its leadership. Due to its leadership, even the state has achieved independence, expansion, prosperity, and power. Effective leadership is another thing about the success and expansion of a business or industrial organization.

What Are Leadership Styles?

The following are the five sorts of leadership styles according to a Personnel Research Board at Ohio University.

1. The Bureaucrat
2. The Autocrat
3. The Diplomat
4. The Expert
5. The Quarterback

Applying Leadership Theories at Workplace

10 methods to point out leadership at the office include:

- Become a thought leader
- Join a corporation for professionals
- Consider the large picture
- Think proactively and with positivity
- Listen to others and pick up tips from them
- Connect with a goal in mind

- Look for a mentor
- Be a learned mentee
- Accept diversity
- Be effective and punctual in business

#### Bottom Line

As you can see, leadership theories are based on different ways of thinking. Some focus on traits and qualities, while some touch upon the importance of situational aspects that influence how leaders behave. Like many other behavioral concepts, leadership is highly multidimensional, and numerous factors go into filling the shoes of a leader. Because the human side of the business is one of the most – if not the most important elements that determine the success and failure of an organization, leadership will always remain the most prized skill in the business world.

Elevate your career and enhance your managerial skills with the Executive Certificate Program in

General Management course. Whether you're an aspiring leader or an experienced professional, this cutting-edge program equips you with the essential tools to excel in today's dynamic business landscape.

## 2.1 DIFFERENT DEFINITIONS OF LEADERSHIP

Leadership is the ability to inspire, guide, and influence teams towards the accomplishment of common goals. This concept goes well beyond simple hierarchical authority and is based on interpersonal skills, values, and a commitment to collective success.

Leaders are servants to others and that means we don't need one specific definition of what a leader is. We are all Leaders in our way.

The definition of leadership is to influence, inspire, and help others become their best selves, building their skills and achieving goals along the way.

Leadership is "the behavior of an individual directing the activities of a group toward a shared goal. (Hemphill & Coons, 1957). Leadership is the accomplishment of a goal through the direction of human assistants. A leader is one who successfully marshals his human collaborators to achieve.

The lack of definition there is odd, considering that in his book "Leaders," published in 1997, Warren Bennis asserted there are more than 850 definitions of the term floating around.

Being a great leader is all about having a genuine willingness and a true commitment to lead others to achieve a common vision and goals through positive influence. No leader can ever achieve anything great or long-lasting all alone. "Leadership is influence, nothing more, nothing less."- John C. Maxwell."

Peter Drucker defined leadership in this way: "Leadership is the lifting of a man's vision to higher sights, the raising of a man's performance to a higher standard, the building of a man's personality beyond its normal limitations."(25 June 2019).

Leadership is a term that is often used, but it can be challenging to define. At its core, leadership is the ability to influence and guide others toward a common goal or vision (12 August 2024).

An effective leader has the following characteristics: self-confidence, strong communication and management skills, creative and innovative thinking, perseverance, willingness to take risks, openness to change, level-headedness, and reactivity in times of crisis.

One is to lead by example, showing others how to proceed and coaching them. Another is to direct others from a position of authority. Finally, a good leader can be supportive and help team members achieve their goals and ambitions.

The capacity of a company's management to set and achieve challenging goals, take fast and decisive action when needed, outperform the competition, and inspire others to perform at their highest level can be called "Leadership."

Leadership is the ability to inspire, guide, and influence teams toward the accomplishment of common goals. This concept goes well beyond simple hierarchical authority and is based on interpersonal skills, values, and a commitment to collective success (8 September 2023).

If people have the power to influence, exert authority, control, or influence, then they are by definition, leaders (25 January 2020).

Some of the most common themes that emerge from those attempting to define leadership include:

1. Envisioning a new future,
2. Engendering shared purpose and trust, and
3. Influencing, inspiring, lifting, and empowering others toward accomplishing a common goal.

A leader is someone who inspires passion and motivation in followers. A leader is someone with a vision and the path to realizing it. A leader is someone who ensures their team has support and tools to achieve their goals.

The New Oxford Dictionary of English defines Leadership as: ‘the action of leading a group of people or an organization, ‘the state or position of being a leader’ (NODE, 2001).

Leadership is fundamentally the art of persuasion. Aristotle teaches that basically, the means available to the speaker or potential leader are three: his speech or arguments (logos), the emotional disposition of his listeners (pathos), and the character (ethos) that he projects. Weber’s insight about the nature of leadership. Weber described it as a process involving a bit of magic that defies the social realities, tradition, and bureaucracy surrounding its appearance.

Before long, however, followers begin to use the illusion as a means to their comfort and security.

“From each according to his ability, to each according to his needs.”- Karl Marx, 1875. Leadership is not about being the one in charge, but about taking care of those you are responsible for (9 January 2023).

Elon Musk’s leadership approach is often characterized by his visionary approach, relentless pursuit of innovation, and willingness to take significant risks. He is known for setting ambitions, sometimes seemingly unattainable goals, and driving his teams hard to achieve them (6 May 2024).

“Leadership falls into two categories. Those whose actions cannot be predicted, who agree today on a major {issue} and who repudiate the following day. Those who are consistent, who have a sense of honor, a vision.” Discipline and principle gave Mandela the space within which he crafted his genius (24 June 2022).

Managers must possess the authority to give orders and recognize that with authority comes responsibility. As well as rank, Fayol argues that a manager’s intelligence, experience, and values should command respect. Discipline. Everyone should follow the rules. – Henry Fayol (Principles of Management).

Bill Gates Transformational Leadership says, “The transformational leadership style involves a leader who is driven by a strong passion towards innovation and creating change in their organization, as well as society.

According to Martin Luther King: October 23, 2016, by dnl 5100. All people are not born to lead, but they can still have a positive effect within their organization. Leadership is a process whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2016). – The traits of a leader: Dr. Martin Luther King Jr. – Sites at Penn State.

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

Leadership, either as a research area or as a practical skill, encompasses the ability of an individual, group, or organization to “lead”, influence, or guide other individuals, teams, or entire organizations. – Wikipedia.

“Leadership is a process of giving purpose (meaningful direction) to collective effort, and causing the willing effort to be expanded to achieve a purpose.”- Jacobs & Jacques (1990, pp. 281). “Leadership is a process of influence between a leader and those who are followers.”- Hollander (1978, pp. 1).

Over time the leadership defined by George R. Terry has gained worth in the sight of researchers.

Terry says: “Leadership is the activity of influencing people to strive willingly for group objectives”. So here means to use their full potential by mobilizing the men to achieve a common target.

“Koontz O’Donnell (1984) observes: “Leadership means influencing people to follow the achievement of common goals. It is the ability to exert interpersonal influence utilizing communication towards the achievement of goals”.

Peter Drucker defined leadership in this way: “Leadership is the lifting of a man’s vision to higher sights, the raising of a man’s performance to a higher standard, the building of a man’s personality beyond its normal limitations”. – (25 June 2019).

Merriam–Webster Dictionary defines leadership as “the office or position of a leader, the capacity to lead, and the act or instance of leading” (Merriam-Webster, 2007). According to Dwight D.

Eisenhower (1988), “Leadership is the art of getting someone else to do something you want to be done because he wants to do it”.

Leadership is the accomplishment of a goal through the direction of human assistants. The man who successfully marshals his human collaborators to achieve particular ends is a leader. A great leader can do so day after day, and year after year, in a wide variety of circumstances. – Harvard Business Review.

### 2.1.1 SIX (6) LEADERSHIP CHALLENGES AROUND THE WORLD TODAY

Leadership constantly presents challenges to a leader and their abilities. These challenges are an invitation to rise to another level, to test yourself and improve in the process, and to show that you can accomplish something that may seem difficult or even impossible. This section describes the kinds of challenges a leader faces and suggests some ways in which leaders can weather and benefit from them.

What do we mean by challenges in Leadership?

Being a leader is in itself a challenge. The challenges of leadership are three kinds: external, caring for people and situations; internal, stemming from within the leader himself; and those arising from the nature of the leadership role. External Challenges It's almost impossible to imagine a situation where a leader doesn't have to cope with external challenges. In an organization, such issues as lack of funding and other resources, opposition from forces in the community, and interpersonal problems within the organization often rear their heads. Social, economic, and political forces in the larger world can affect the organization as well. To some extent, the measure of any leader is how well he can deal with the constant succession of crises and minor annoyances that threaten the mission of his group. If he can solve problems, take advantage of opportunities, and resolve conflict with an air of calm and a minimum of fuss, most of the external issues are hardly noticeable to anyone else.

If a leader doesn't handle external challenges well, the organization probably won't, either. We've all seen examples of this, in organizations where everyone, from the director to custodian, has a constantly worried look, and news is passed in whispers. When people feel that leaders are stressed or unsure, they become stressed or unsure as well, and the emphasis of the group moves from its mission to the current worrisome situation. The work of the group suffers.

#### Internal Challenges

While leadership presents each of us with the opportunity to demonstrate the best of what we are, it also exposes our limitations. In many cases, good leaders have to overcome those limitations to transmit and follow their vision. Fear, lack of confidence, insecurity, impatience, and intolerance all can act as barriers to leadership. At the same time, acknowledging and overcoming them can turn a mediocre leader into a great one.

It is often difficult for people, especially those who see themselves as leaders, to admit that they might have personality traits or personal characteristics that interfere with their ability to reach their goals. Part of good leadership is learning to accept the reality of those traits and working to change them so they don't get in the way.

Sometimes what seems to be an advantage may present a challenge as well. An extremely decisive leader may alienate followers by never consulting them, or by consistently ignoring their advice. A leader who is deficient in developing relationships with others in the organization may be unable to tell someone when she's not doing her job, some characteristics can be double-edged swords, positive in some circumstances and negative in others. The real challenge is in knowing the difference and adapting your behavior accordingly.

## Challenges Arising From Leadership Itself

Real leadership makes great demands on people. As a leader, you are responsible for your group's vision and mission, for upholding a standard, and often for being the group's representative to the rest of the world and its protector as well. These responsibilities might be shared, but in most organizations, one person takes the largest part of the burden.

In addition to its responsibilities, leadership brings such challenges as motivating people – often without seeming to do so – and keeping them from stagnating when they're doing well. Leaders also have to motivate themselves, and not just to seem, but actually to be, enthusiastic about what they're doing. They have to be aware of serving their group and its members and all that entails. In other words, they have to be leaders all the time.

### 2.1.2 THE TOP SIX LEADERSHIP CHALLENGES ORGANIZATIONS FACE AROUND THE WORLD

What is most challenging about leading organizations today? And do the challenges differ around the world?

As a researcher, I went straight to a source to answer these questions, gathering input from 763 middle and executive-level leaders in organizations from China/Hong Kong, Egypt, India, Singapore, Spain, the U.K., and the U.S.

The study found these leaders consistently face the same six (6) challenges – even if they describe their challenges and specific contexts in different ways.

#### 1. Developing Managerial Effectiveness

This is the challenge of developing the relevant skills – such as time management, prioritization, strategic thinking, decision-making, and getting up to speed with the job to be more effective at work.

#### 2. Inspiring Others

This is the challenge for inspiring or motivating others to ensure they are satisfied with their jobs and working smarter.

#### 3. Developing Employees

This is the challenge of developing others, including mentoring and coaching.

#### 4. Leading a team

This is the challenge of team-building, team development, and team management. Specific challenges include how to instill pride in a team or support the team, how to lead a big team, and what to do when taking over a new team.

#### 5. Guiding Change

It is the challenge of managing, mobilizing, understanding, and leading change. The guiding change includes knowing how to mitigate consequences, overcoming resistance to change, and dealing with employees' reactions to change.

#### 6. Managing Internal Stakeholders and Politics

It is the challenge of managing relationships, politics, and image. This challenge includes gaining managerial support and managing up and getting buy-in from other departments, groups, or individuals.

Knowing that these challenges are common experiences for middle and senior managers is helpful to both the leaders and those charged with their development, according to this research.

Individuals can benefit from knowing their experiences as leaders are more similar than different and can feel more confident in reaching out to others to help them; learn and face these challenges.

Here are four (4) concrete things leaders can do to address these common challenges:

- Set Goals. Be proactive in setting goals, and with setting timelines and deadlines required to meet them.
- Delegate more. Delegating can make you more productive. The act of delegation can also empower your colleagues to take more ownership.
- Work on tasks that maximize your unique value. Among all the organizational priorities, there will always be important tasks that only you can do. These are the tasks you should focus on. As a result, you'll maximize your specific value to the organization. Everything else, try to delegate.
- Gain some role clarity. Understand what work does and doesn't entail. With that, you may have to practice and be comfortable saying "no".

### 2.1.3 MOST COMMON LEADERSHIP CHALLENGES IN 2024

You are a leader of a growing company, but the foundation on which you stand is as unstable as shifting sand. In 2024, leadership is defined by influence, not authority, and by cultivating a shared purpose among team members.

The old-fashioned theories and practices of management are no longer adequate. This means that leaders need to be much more flexible, creative, and focused on understanding the needs of the team. From attracting the right talent in one of the most saturated markets to building and sustaining organizational culture and navigating the specifics of the work-from-home or hybrid context, leaders must learn about them, prepare themselves, and build the right strategies accordingly. Here is all you need to know about the major leadership challenges of 2024 that require quick and agile situations.

#### Recruiting New Talent for a Job Role

The 2024 employment market continues to evolve swiftly, posing new problems in the talent acquisition process. With the global expansion of remote work, the greater emphasis on diversity and inclusion, and the persisting skills gap, finding and hiring the best individuals is now different. Hiring an unsuitable individual means passing on a potential development driver and incurring significant time and resource expenditures.

The talent shortage is a vital concern, also termed the “Talent crunch.” This scarcity is worsened by the rapid rate of technological change, which exceeds many job seekers' present skill sets. This has prompted leaders to rethink and reshape their recruitment strategies to remain competitive.

Adapting to the evolving talent landscape is no longer an option; it's a necessity for leaders who aim to secure the best talent and drive organizational success.

#### Improving Workplace Environment for Talent Retention

The major reasons behind these resignations are reevaluating work-life balance, upgrading to better earning opportunities, and others. Organizations must work on their inability to retain talent by building a good workplace culture. A dissatisfactory workplace culture encourages employees to switch to another company.

Leading a change in the work environment is one of the common examples of leadership challenges. The reasons for employees resigning from an organization must be understood by management and leaders. According to “LinkedIn's Workplace Learning Report 2024,” Companies encouraging employees to explore and stretch into different internal roles reap higher retention rates, a more agile pool of workforce skills, and employees with deeper cross-functional knowledge. Their efforts should enhance workplace culture by creating a customized retention program focused on employee's work culture requirements.

## Challenges of Remote Working

The average working hours of employees increase while working from home, which could lead to burnout and stress. Furthermore, the potential for discrimination and disassociation among remote employees has become a significant concern.

The leaders need efficient management strategies so that the employees get a sense of belonging while working in the organization. The management should also help them achieve work-life balance through flexible scheduling. Besides, constant learning and incorporating new technology into the company helps handle various challenges of remote and overworking. Experiment and enhance digital transformation. Also, learn to overcome leadership challenges and stay updated with the latest working standards.

## Self-Assessment for Improving Leadership Skills

If you want to learn how to handle leadership challenges, you must focus on enhancing your abilities. Employees always look up to their leaders for valuable advice. A leader's responsibility is to lead them and help them deal with the crisis. Hence, periodic self-assessment of your leadership skills will help you identify areas that need improvement.

Immersive learning allows you to discover areas and skills where your capabilities may be limited. Develop a learner's mindset as it'll push you out of your comfort zone and familiar surroundings. It will also help you build the capacity to face future challenges.

## Developing High Trust Levels with the Employees

Empathetic managers are capable of generating high trust levels with their workforce. They foster a culture of understanding and transparency to ensure smooth organizational work. Self-awareness gives them the capability to identify their weaknesses and strengths. As a result, they can leverage their strong points and capabilities to develop the organization.

Besides, leaders can recognize the impact of their efforts and decisions on others. Maintaining authenticity in their actions is crucial to attaining the desired goals. Sharing ideas and information empowers managers to inspire and influence their teams.

## Teamwork Management to Create Success

Teamwork is a keystone of a business's success and high-performing is reflected in its teamwork. Having highly talented and experienced individuals on the team isn't sufficient. In line with Gallup's perspective, the crucial factor in predicting engagement and performance within a team is not the specific makeup of their strengths but rather the team's awareness and recognition of those strengths. Leaders must learn the art of bringing all their teammates together and leveraging every individual's talent to grow and create success.

## Evaluating Potential and Performance

Company leaders are the ones who have to deal with the negative impacts of biases between employees and office politics. There is always a risk of favoring the ones who work closely with the managers or leaders of the company. It's an immense challenge to create an inclusive and fair

workplace. Managers/leaders must evaluate employee(s) performance properly, especially in a hybrid work environment.

### Conclusion

The company's leadership should ask employees for feedback, focus on it, and build strategies accordingly. Also, setting clear expectations is crucial so the workforce can perform accordingly. The goal is to keep the employees satisfied and productive so that they can work dedicatedly for the organization.

Business leaders have learned many lessons from the pandemic. Earlier technological, globalization, and digitalization disruptions were expected to bring huge organizational challenges. Still, they contributed to the transformation and helped meet the challenges, brought by the viral outbreak. The leaders could deal with unanticipated situations

However, individuals in leadership and managerial roles have to deal with boundless challenges, but they also bring in some excellent opportunities. Revitalizing business processes at different levels is important as it allows leaders to handle uncertainties and challenges and climb the ladder of success and growth in 2024 and the coming years.

### Common Challenges Faced by Global Leaders

- Handling common conflicts
- Adapting your behaviors
- Creating shared goals and implementing shared work
- Managing the tension between global leaders and internal leaders
- Communicating across barriers
- Understanding and managing external forces.

## 2.2 INTRODUCTION OF ORGANIZATIONAL PERFORMANCE AND EFFECTIVENESS

Organizational performance is the ability of an organization to reach its goals and optimize results. In today's workforce, organizational performance can be defined as a company's ability to achieve goals in a state of constant change.

While organizational performance is a much-discussed topic, the reality is that there is a good deal of confusion and argument regarding how it should be defined, conceptualized, and measured. According to Karanja, there are divergent views among organizational researchers as to the appropriate way to define and measure organizational performance; however, many researchers have adopted a test that focuses on the ability of the organization to achieve its economic goals by using its available resources in both an efficient and effective manner. Many different variables have been used to measure organizational performance including profitability, gross profit, return on asset, return on investment, return on equity, return on sales, revenue growth, market share, stock price, sales growth, export growth, liquidity, and operational efficiency. Griffin described organizational performance as the extent to which the organization can meet the needs of its stakeholders and its own survival needs. This formulation broadened the concept of organizational performance beyond strictly market-focused measures such as profit margin, market share, or product quality, which are important to certain stakeholders and overall organizational survival, to include some other non-financial factors.

Venkatraman and Ramaujan argued that three aspects of organizational performance should be considered: financial performance, business performance, and organizational effectiveness.

Researchers are prone to adopting definitions of organizational performance that are aligned with their specific disciplinary framework, which explains why financial measures such as sales growth, profitability, and earnings per share are frequently favored in strategic management research where business performance is often the primary focus of investigation. The choice of performance indicators is also impacted by the availability of relevant information; in other words, how easy is it to access information on the specific factor? Financial performance data for large, publicly held companies is relatively easy to obtain, but similar information for smaller firms is difficult to find, more subjective, and often not subject to some vigorous accounting standards applied to companies required by law to report to their investors. In the same vein, organizations are generally eager to compare their performance on all dimensions to that of competitors, meaning that access to information on competitors of all sizes is important.

### Conceptualizations of Organizational Performance

As for conceptualizing organizational performance, there has often been confusion between "productivity" and "performance." Productivity is typically measured by computing the ratio of the volume of work completed by the organization over some time. While this is important, particularly when the focus of the investigation is on the financial results of a particular strategy, performance is better understood as a broader concept that includes not only measures of result-oriented behavior such as productivity but also relative (normative) measures such as effectiveness, efficiency, economy, quality, consistency behavior, and development & implementation of tools necessary for building skills and attitudes of performance management (e.g., education and training, concepts and instruments).

There is a consensus among researchers that an organization is the voluntary association of productive assets, including human physical, and capital resources, to achieve a shared purpose. It is generally argued that donors would not be willing to provide and commit their productive assets to an organization unless they are satisfied with the “value” they will receive in exchange, relative to alternative uses of those assets. As such, the creation of value, as defined by the providers of the necessary assets, is arguably the most important objective for an organization and necessary for the organization’s survival (i.e., the ongoing availability of productive assets is dependent on the value that is created by the use of the contributed assets being equal to or greater than the value expected by those contributing the assets). However, while all this seems fairly straightforward and somewhat obvious, Carton highlighted several reasons why assessment and understanding of “value creation” is challenging.

- Value creation is situational since value comes in many forms (i.e., tangible or intangible, operational or financial) and different types of organizations and stakeholders have different concepts of what outcomes are valuable. Creation of shareholder value, as measured by increases in market value plus dividends paid to shareholders, has been a long-standing measure of performance, and arguably the ultimate objective for public companies. Public companies also pursue non-financial objectives, however, continuing both financial and nonfinancial objectives to measure value creation occurs more often among private companies, and when material owners of the private company also serve as managers it is typical to see nonfinancial outcomes as a more important part of value creation for shareholders (e.g., lifestyle benefits including work location, work duration and social interactions; ego: and constituency benefits, such as providing income for friends and family, helping people with special needs and providing employment for a depressed community).
- Performance is a multi-based construct, which means that organizations must be seen as performing and creating value on multiple dimensions, such as growth, profitability, and legitimacy. This means that organizations are continuously trading positive outcomes in one dimension for worse outcomes in another and that it is misleading not to take these tradeoffs into account when deploying an overall measure of performance. For example, before concluding that a downturn in profitability, as measured by return on investment, is a sign of deteriorating organizational performance, consideration should be given to contemporaneous success in accumulating new resources in the form of capital raised from shareholders. The resource accumulation results in a lower risk adjusted return on investment; however, it also positions the organization to create value through being more effective with stable resources and promotes maintenance of market share.
- Each stakeholder group, as well as each of the members of those groups, has a unique opinion as to what constitute “value” with respect to the activities and outcomes of the organization. Even in the traditional model where “shareholder value” is the primary focus, there will be some investors who want short term profits and continuous dividends and other investors who are content to receive their value from successful exploitation of future opportunities that require investments that will reduce cash flow and tangible organizational assets in the short term. For creditors of the organization, the most valuable actions are those

that generate positive cash flow and preserve the value of the collateral that secures repayment of the organization's debt obligations, and they have no interest in long-term investments that might increase the risk of default on the organization's short term duties to its creditors.

- Measurements of value should take into account not only the outcome of action taken to date but also the risk-adjusted present value of future opportunities that have been created through strategic actions and decisions in the past. The problem with this is that reasonable minds may differ as to probably that future opportunities will be realized and there will likely be a number of different assumptions and expectations about future actions and conditions that will impact the ultimate value of those opportunities. In other words, assumptions about future outcomes and their value will vary based on the perceptions of the observer and each observer will impose a different tolerance for risk on those outcomes.

### 2.2.1 DETERMINANTS AND PERSPECTIVES OF ORGANIZATIONAL PERFORMANCE

Most of the management research relating to organizational performance has focused on the determinants of performance, which include organizational actions such as the selection and execution of strategy, and external factors such as the structure of the industry in which the organization operates. Karanja referred to the work of Hansen and Wernerfelt, who argued that in the business policy literature there were two major streams of research on the determinants of organizational performance: one based on economic tradition, emphasizing the importance of external market factors (e.g., characteristics of the industry in which the organization competed, the organization's position relative to its competitors, and the quality of the organization's resources) in determining organizational performance; and another built on the behavioral and sociological paradigm that saw organizational factors and their "fit" with the environment as the major determinant of success. Results published in 2004 of a study conducted by Chien provided support for the following factors as being major determinants of organizational performance: leadership styles and environment, organizational culture, job design, model of motivation, and human resources policies.

#### Perspectives of Organizational Performance

Carton argued that it was useful to examine organizational effectiveness and performance from several different perspectives: accounting, "balanced scorecard", strategic management, entrepreneurship, and microeconomics. He noted that while accountants are interested in historical performance of organizations, researchers in the management disciplines are focused on improving current and future organizational performance. The "balanced scorecard" has been an attempt to bridge the gap by incorporating both historical accounting measures and operational measures that include information that managers can use to plot and predict future performance.

#### Accounting Literature Perspective

Researchers and scholars in accounting area are focused on the information content of the organization's financial statements and measures and have contributed to improving the quality, breadth and uniformity of such information through the development of accounting rules and procedures (e.g., "generally accepted accounting principles") to make the information contained in financial statements both meaningful and comparable overtime and across organizations. Carton acknowledged that the accounting profession has facilitated the production of financial reports that are materially accurate, comparable across organizations in similar industries, and representative of the execution on opportunities to date, and that accounting reports provided important information about value creation that has been realized and retained in the company in the past; however, he believed that because of the accounting profession's conservative approach to recognition of gains, those same reports did not capture information about future opportunities that the organization had created but not executed upon and thus often underreported appreciation in value of the organization based on managerial decisions made in the past that would not bear fruit until future periods.

## Balanced Scorecard Perspective

The “balanced scorecard”, or “BSC”, perspective, first advanced by Kaplan in the 1980s, is based on the premise that measurement of organizational performance should take into factors that are not purely financial in nature since many of the financial indicators that are generally used are based on operational performance. The balanced scorecard is a multidisciplinary view of organizational performance that includes measures such as market share, changes in intangible assets such as patents or human resources skills and abilities, customer satisfaction, product innovation, productivity, quality, and stakeholder performance. The balanced scorecard takes into account the potential value of opportunities for the future that have been created but which have yet to be realized financially, an aspect that is outside of generally accepted accounting principle (GAAP). The balanced scorecard includes, and attempts to “balance”, financial and non-financial measures and seeks to include customer, internal business process and employee learning and growth perspectives. Researchers have found the balanced scorecard to be a valuable tool for focusing the organization, improving communications, setting organizational objectives and providing comprehensive feedback on strategy; however, critics have focused on the need to rely on subjective assessment of management and operational measures that are unique to each organization. Further discussion of the balanced scorecard, including the main elements of the “Balanced Scorecard Framework” and empirical research on the value of the approach, appears below.

## Strategic Management Perspective

Carton noted that there have been many conceptualizations of organizational performance in the strategic management literature and that researchers and commentators in the field have been especially interested in the constituencies for whom the organization performs and the dimensions which should be measured. For example, Bernard, one of the earliest writers in this area, viewed organizational effectiveness as the accomplishment of organizational purposes and defined “efficiency” as the degree to which individuals’ motives are satisfied. Drucker argued that the ultimate measure of organizational performance was and that this meant that managers should focus on performance dimensions that Drucker argued were essential for the survival and long-term prosperity of firms:

1. Market standing relative to the market potential both new and in the future,
2. Innovation,
3. Productivity,
4. Physical and financial resources,
5. Profitability sufficient to cover the risk premium for being in business,
6. Manager performance and development, 7. Worker performance and attitude, 8. Public responsibility.

Ansoff had a different view and proposed that the ultimate measure of organizational performance was return on investment. Venkatraman and Ramanujan argued that the three aspects of organizational performance should be considered: financial performance, business performance, and organizational effectiveness.

Porter point out that in order to understand the overall goals of the organization and measure performance toward those goals, it was necessary to focus on the objectives of specific business units. For example, while one business unit may be given the job of pursuing and achieving higher sales growth, the performance and activities of another unit may be based on goals such as generating additional cash that can be used to finance growth in other business units focusing on more recent ones, one notable for taking both multi-constituency and multi-dimensional perspectives toward organizational performance.

### Entrepreneurship Perspective

While many have argued that the goals of an organization are those of its founders, thus suggestions are one-dimensional perspective to organizational performance, other entrepreneurial researchers have argued that the perspectives of other stakeholder constituencies, such as venture capitalist, angel investors, and family business owners, must also be taken into account. Entrepreneurial researchers have also identified multiple dimensions of performance that lead to tradeoffs when setting priorities at any point in time during the evolution of the organization. For example, several commentators have highlighted the tension between pursuing rapid growth in order to achieve a foothold in the marketplace and attract capital from investors and the need to achieve and maintain profitability in order to stabilize the business. As in the case with the strategic management perspective, the entrepreneurship perspective of performance is both multi-constituency and multi-dimensional.

### Microeconomics Perspective

The microeconomics perspective of organizational performance begins with the fundamental assumption that an organization will attract the productive assets it needs to survive so long as the owners of the assets, seeking to gain their own economic advantage, receive or expect to receive a return that is satisfactory relative to the risk they are taking. If the performance of the organization fails to reach the necessary level for an asset owner, which level is determined in part by the specific owner's available alternative uses for the assets, the owner will withdraw its support for the organization and put the assets to alternative uses where the owner can achieve the required return. If poor organizational performance causes an organization to see an exodus of support from the owners of productive assets, or make it difficult to attract productive assets from new owners, the organization will eventually starve from the lack of resources. On the other hand, organizations that perform in a manner that generates more than acceptable returns through a competitive advantage will be able to attract additional productive assets needed to power growth and meet the demand for products and services that are coveted because of the organization's competitive advantage.

## Balanced Scorecard Framework



Adapted from Kaplan & Norton 1996. The Balanced Scorecard. Harvard Business School Press: 9.

Original from Harvard Business Review Jan/Feb 1996, pp.; 76.

### 2.2.2 CHANGE AGENT INITIATIVES FOR AN ORGANIZATION

Strategic thinking and problem-solving-change agents engage in strategic planning, risk assessment, and complex problem-solving. They need to see the bigger picture and anticipate roadblocks during decision-making so the initiative stays aligned with the organization's overall objectives.

The change initiative definition includes the systematic approach that deals with the transition or transformation of organizational goals, core values and culture, and processes or technologies. Change initiatives may be implemented to: Solve a problem. Improve methods of working. Take advantage of an opportunity (19 December 2022).

Change agents help their organization achieve a long-term competitive advantage by engaging in initiatives that support change initiatives.

#### Types of Change Agents

They act in a manner likely to build trust. Change agents develop their skills with experiences in changing situations. This chapter describes four change agent types as follows: Emotional Champion, Developmental Strategist, Intuitive Adapter, and Continuous Improver.

Each has a different preference for his or her method of persuasion (vision versus analytical) and orientation to change (strategic versus incremental).

To become a truly effective change agent, look to develop the following characteristics and qualities:

1. Understands the vision
2. Broad and acute knowledge
3. Patient, yet persistent
4. Builds strong interpersonal relationships
5. Leads by example
6. Pragmatic
7. Enthusiastic
8. Well respected
9. Strong communicator
10. Good negotiator
11. Empathetic
12. Organized

The role of change has become critical now more than ever as the failure initiatives can result in damaging losses and set back the company's performance by years. For example, Nike's failed ERP implementation cost the company a total loss of \$ 500 million from both lost sales and project budget costs, as well as several lawsuits resulting from unfulfilled orders.

Key qualities of a change agent, as well as their relationship with the key decision-makers, ultimately decide the fate of any change initiative. To become a truly effective change agent, look to develop the following characteristics and qualities.

## Responsibilities of Change Agents

Key activities that a change agent performs include:

- Communicating how change benefits the organization and employees and making key organizational change announcements.
- Listening to the involved team members and employees to gain feedback and incorporate it into the implementation process.
- Understanding employees' reactions to change and reducing resistance to change.
- Actively engaging with employees by conducting change management exercises and change management training.
- Encouraging and supporting employees to become change champions and promote it.
- Identifying and leading other change agents and change consultants to success.
- Providing feedback on challenges facing the change management lead.

## Internal Versus External Change Agents

Organizations can utilize change agents from within or outside the organization. Each provides different types of benefits that support employees and organizations. Ultimately, the success of any change project is heavily dependent on the ability of change agents and key decision-makers to work together to design change projects and implement strategies to sway attitudes.

Let's explore the key differences between internal and external change agents.

### Internal Change Agents

An internal change agent can be a member of leadership, a people manager, a training coordinator, a highly-regarded team member with clout in an organization, or an employee with experience driving change.

A benefit of internal change agents is their awareness of company culture, institutional knowledge, and the organization's history and social politics. Internal change agents are often highly regarded across the organization as team members who are intelligent, influential, and easy to work with. They work diligently to establish strong relationships to strengthen attitudes and cultural views towards change even after the implementation process.

### External Change Agents

If an organization lacks an internal employee with change management skills, organizations must opt for external change agents to support their initiatives.

An external change agent is an outside consultant or third-party change practitioner with relevant expertise to drive change initiatives. Company rules, regulations, and policies do not apply to them, allowing them to deeply analyze varied scenarios and suggest suitable change management models and strategies that help prevent change failures.

Though external change agents provide fresh perspective, their presence can threaten existing employees, and their appointment can add a costly expense for lengthy change implementations.

### Types of Change Agents

Every change initiative has unique requirements for which specific change agents are needed to provide support. Here are three types of change agents to support your organization change by Priyanka Malik, "The role of a change agent: characteristics, types, skills (2024), published: December 15, 2022. Updated: July 10, 2024.

#### 1. People-Focused Change Agents

People-focused change agents help individual employees cope with change by boosting employee morale and motivation. They look into the matter of absenteeism, turnover, and the quality of work performed via behavior modification, job enrichment, and goal setting.

#### 2. Organizational & Operational Structure Change Agents

These change agents focus on changing the organizational structure to improve team effectiveness and efficiency. Organizational structure change agents use various analytical approaches such as operations research, systems analysis, and policy studies to change the organization's structure or technology.

#### 3. Internal Process Change Agents

The prime focus of these change agents is internal processes such as intergroup relations, communication, and decision-making. Internal process change agents opt for a cultural change approach to etch the change permanently by conducting sensitivity training, team building, and employee surveys.

### Roles of Change Agents in an Organization

A change agent assumes one or more roles based on the needs and requirements of a change project. The five distinct roles of change agents are:

#### 1. Consultant

This change agent role behaves as a change consultant to ensure a bidirectional flow of data and then conducts further analysis of the data to provide actionable insights to the team members.

#### 2. Communicator & Advocate

While implementing change, organizations often focus too much on logistics and not on change communication.

Gartner suggests that due to poor change communication, 73% of employees experience moderate to high levels of stress, and the affected employees perform 5% less than an average employee.

Therefore, change must be understood and supported by the team members for it to be successful and effective change management communication, the change is destined to fail.

### 3. Trainer

In addition to being a consultant, a change manager often takes on the role of a trainer to help team members act on the insights gained from data analysis and empower them to acquire new skills to prepare them for the newly implemented software, digital processes, or technical change. These internal change agents also provide routine change management training workshops to prepare their team members with adaptability exercises.

Organizations also leverage third-party expertise or change management tools such as What Fix's digital adoption platform to provide employee training and onboarding for a new process or application.

What Fix fosters a self-help culture and provides guided in-app interactive walkthroughs and customizable pop-ups, providing contextual training and on-demand support – all in the flow of work.

### 4. Researcher

As a researcher, a change agent focuses on solving current problems and anticipating future concerns. He also conducts competitive analysis, and force field analysis, and evaluates the effectiveness of an organization's implementation plan and overall change management strategy.

### 5. Influencer

An influencer is an agent of change who has strong relationships with critical team members across departments and is viewed positively as a voice of reason. This person may not officially be a part of a change rollout, but is critical in earning the trust and buy-in from an overall workforce.

#### Agent of Change Examples

Examples of change agents can be seen across all types of organizations, teams, and industries, as well as in the different roles of change agents. The principal change agent will depend on an organization's change life cycle.

For example, John King, chairman of British Airways, made difficult decisions such as downsizing, organizational restructuring, and elimination of unprofitable routes- allowing the airline to upgrade its fleet of jets and cut costs. This allowed British Airways to transform the airline from a position of state-owned weakness to a globally renowned pioneer of privatized carriers.

A few different agents of change examples include:

- A consultant or internal researcher tasked with identifying what changes are needed in an organization.

- A leader of a cross-functional stretch team tasked with creating an innovative solution to a complex problem that continues to trouble a company.
- A training facilitator is tasked with training and supporting team members during a change.
- A manager or director tasked with implementing a new software system or digital transformation process.

### Techniques Used By Change Agents

An effective change leader will utilize various change management models, strategies, and exercises to drive adoption and support organizational change. Here are a few of the commonly used change techniques implemented by change agents.

1. A change agent must conduct activities and exercises that encourage employees to understand and embrace change. Change management exercises provide an opportunity to communicate about the change, gauge the underlying objectives, and understand the organizational benefits of getting on board early on.

#### 2. WIIFM

WIIFM (What's in it For Me) is a crucial technique for change agents. Change agents must appeal to employees by addressing individual concerns. Customize communication based on the employee's or team's level of involvement in the change and its impact on the team.

For example, imagine you're switching payroll processing from bi-weekly to monthly. It will affect everyone within the organization but will impact accounting more than other departments. You'll need to communicate with each department differently and provide acute details on the change to the payroll team.

#### 3. Stakeholder Analysis

Stakeholder analysis is a project management technique used to analyze and categorize different stakeholders affected by the change initiative. This analysis provides insights into how change agents can address the stakeholders' interests, keep them on board with the transformation, and help avoid disruption. The change agent should create a matrix of all stakeholders and assess and record their expected attitudes to the transformation.

#### 4. Persuasive Technique

A change agent must construct a compelling argument to influence and convince people of the need and benefits of the change initiative, as well as the associated implementation plan required to deliver it. The specific strategies used by the change agents will vary according to the activities and the stakeholders.

#### 5. MoSCow Technique

The MoSCoW method is a prioritization technique that change agents use to gain a shared understanding of the importance of different deliverables.

MoSCoW stands for:

- Must have
- Should have
- Could have
- Won't have

The change owner should use the output from MoSCoW analysis to tailor their influencing strategy according to the 'must haves'.

Drive change by supporting end-users in the flow of work with What Fix.

Whether large or small, every organizational change requires one or more change agents to facilitate the project. A change agent, external or internal, has the skill set to guide and facilitate the change effort and set your organization up for success.

With a digital adoption platform (DAP) like What Fix, enable your employees on internally used applications and customers on custom apps with in-app guided experiences and support in the flow of work.

Guide new users to become proficient faster with Tours, task lists, and flows. Drive adoption of new features, infrequently done tasks and advanced workflows with smart tips. Use self-help to provide on-demand IT support that integrates with your knowledge repositories.

### 2.2.3 EFFECT OF CHANGE AGENTS ON ORGANIZATIONAL PERFORMANCE

Organizational change can have a significant impact on employee performance. Change can lead to a loss of productivity, resistance, and communication breakdown, among other challenges. However, with proper planning and implementation, organizations can overcome these challenges and ensure a smooth transition.

The risk of change include things like loss of revenue, loss of jobs, or even bankruptcy. The benefits of change include things like increased efficiency, improved customer service, or increased profits. It is important to weigh the risks and benefits of change carefully before making a decision.

According to the study, the factors that influence performance in the organization are external environmental factors, working conditions, organizational culture, organizational assets, HR Management, organizational structure, political, economic, and technological factors, as well as leadership.

At the individual level, change can elicit a wide range of emotions. It can bring about feelings of excitement and anticipation of what lies ahead. However, it can also trigger fear, anxiety, and uncertainty.

#### Positive and Negative Effects of Change in an Organization

When done correctly, an organization can experience increased productivity and creativity, improved communication, and a renewed sense of purpose. However, organizational change can also be disruptive and challenging causing anxiety and conflict within the company (13 December 2022).

Organizational change can have a significant impact on employee performance.

#### Disadvantages of Change

- Cost-to-Benefit ratio. Change is never free...
- Internal Resistance. According to an article by organizational change expert Garrison Wynn, the top two reasons people resist change are lack of knowledge about coming changes and fear of the unknown.
- Choosing the wrong solution

Unhealthy coping mechanisms and a negative mindset can make dealing with change feel impossible. Stress caused by change may have many physical and mental symptoms that can hurt your overall well-being if you aren't able to manage them in a positive way, such as: Headaches. Trouble sleeping or insomnia (25 February, 2024).

However, the negative aspects of change can include reduced morale, increased absenteeism or presenters, and even breakdowns in working relationships. Some employees may choose to leave rather than ride the storm. Change not planned efficiently can be costly in many ways (30 August 2017).

Understanding these 6 drawbacks allows you to proactively address them, ensuring that your change management initiatives are both effective and efficient.

- Time-consuming
- Initial cost
- Resistance to change
- Possible over-dependency on processes
- Potential for miscommunication
- Complexity

## 7 Powerful Reasons Why Change is Good for You

- You gain confidence – When we succumb to change, we find out what we are really made of.
- You become more flexible
- Your lifestyle is enhanced
- You are more motivated
- You develop more skills
- You become more compassionate
- You attract more opportunities

One of the key benefits of change is that it increases our adaptability. By being challenged to adapt to new circumstances and learn new skills, we become more resilient and flexible in our approach to life. Another benefit of change is that it promotes personal growth.

It also enables organizations to adapt to market changes, streamline operations, enhance the customer experience, foster inclusivity, and drive innovation. By embracing positive change, businesses can position themselves for long-term success. Success creates a workplace that inspires and empowers their employees (26 February 2024).

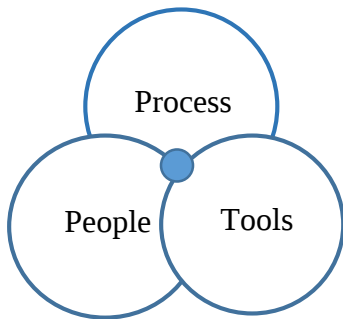
For this study, positive organizational change is any change that does more good than harm in and for an organization, considering aspects of employees' psychological resources, behavior, and performance that may be affected by the change.

## Change Management in Organizations.

At its core, change management is the strategic approach you take to ensure that changes in your organization are smoothly implemented, and your desired outcomes are achieved.

It's not just about introducing a change; it's about making it work and ensuring everyone is on board.

## 3 Core Elements in Change Management



Now driving deeper, there are 3 core elements in change management you should be familiar with:

1. People

This is arguably the most crucial component. Without the buy-in and cooperation of your employees, change initiatives can stall or fail. Engaging and training them ensures that transitions are less disruptive and more effective.

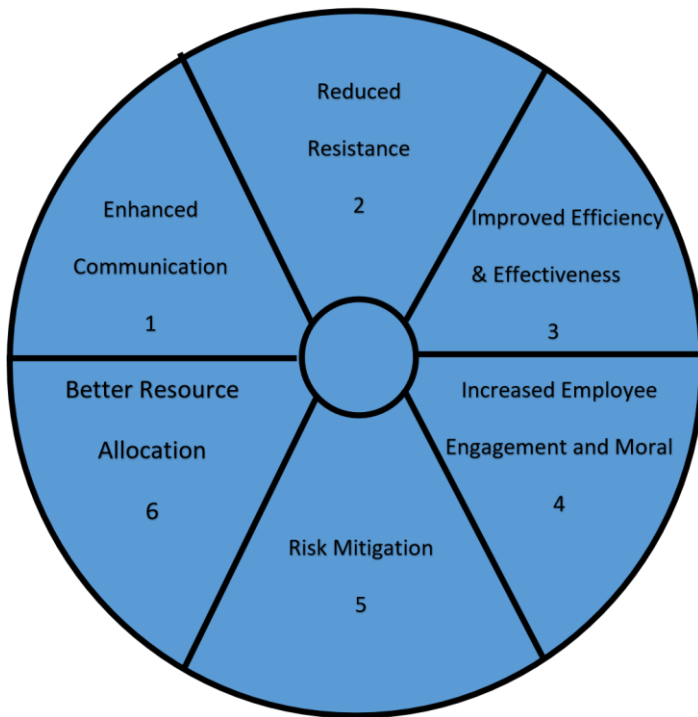
2. Process

This involves the structured approach you use to introduce and solidify the change. Think of it as the roadmap that guides you from point A to Point B, ensuring you don't miss any essential steps.

3. Tools

These are the resources and systems that support and facilitate the change. They can range from software that tracks progress to communication platforms, to training materials. Having a grasp on these components will equip you to manage change more effectively and guide your organization through transitions with greater confidence.

## 6 Key Benefits of Change Management



When you are steering your organization through transitions, understanding the benefits of effective change management is a game changer, it helps you communicate with stakeholders and get buy-in for the change from leadership and employees alike.

As you delve deeper into change management, keep these 6 key benefits in mind. They're theoretical benefits and real outcomes that can set your business on a path of sustained growth and innovation.

#### 1. Enhanced communication

By fostering open dialogue, you make everyone aware of the need for change and cultivate where everyone feels they have a voice.

Gartner's organizational change guidance encourages early transparency and employee-led-change, allowing your organization to make changes faster and adapt quickly.

When you encourage stakeholder involvement, you're tapping into a broader perspective, ensuring that the change is well-rounded and considerate of all aspects of your business.

#### 2. Reduced resistance

According to McKinsey, only 16% of employees believe major digital changes enhanced their productivity and were long-term sustainable. That almost certainly wasn't the case, but it's likely the change managers leading those changes didn't do enough to combat employee resistance to change.

By actively helping your employees understand and embrace change, you remove barriers that could hinder the transition. Addressing and mitigating fears and uncertainties can significantly reduce pushback, allowing for a smoother transformation

### 3. Improved efficiency and effectiveness

Streamlining processes means you're cutting out the clutter, making operations leaner and more dynamic. Ensuring better alignment with organizational goals guarantees that every change pushes your company closer to its vision.

Gartner revealed in a key note presentation in 2020 that becoming a "compostable business" (that's, a business that has invested heavily in change management) could help you outpace competitors by 80% in the speed of implementing new features.

### 4. Increased employee engagement and morale

When employees feel they are a part of the change process, their commitment and enthusiasm for the organization's direction can soar... Effective communication and execution of change can significantly boost morale, fostering a positive work environment.

### 5. Risk mitigation

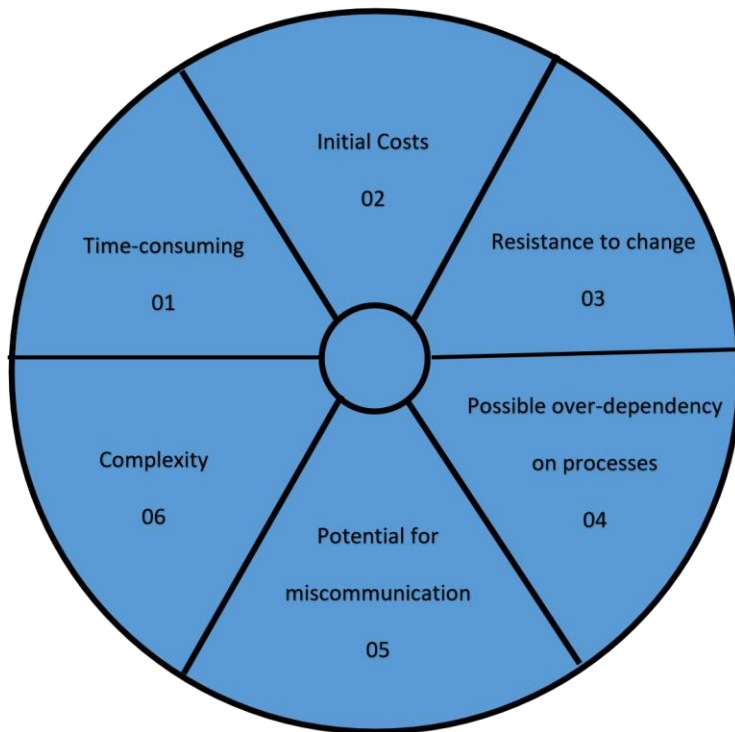
By keeping an eye out for potential pitfalls early on, you're less likely to be caught off guard. Strategizing in advance ensures that you have a plan to tackle challenges that may arise unexpectedly.

### 6. Better resource allocation

Ensuring that time, money, and resources are used effectively during a change initiative means you're getting the best bang for your buck. By directing resources wisely, you enhance the likelihood of a successful transition.

## 6 Drawbacks of Change Management You Need to Know

While the advantages of change management are plentiful, it's equally important to be aware of the challenges you might face. Understanding these 6 drawbacks allows you to proactively address them, ensuring that your change management initiatives are both effective and efficient.



#### 1. Time-consuming

The initial stages of change management can be lengthy, as they require meticulous planning, open communication, and thorough training.

#### 2. Initial costs

When you hire change management professionals, organize training sessions, and invest in tools and resources, there's an upfront investment.

#### 3. Resistance to change

Even with the best strategies in place, some individuals are inherently resistant to change. This resistance can lead to potential friction among team members, erecting additional challenges for you.

#### 4. Possible over-dependency on processes

There is a risk of concentrating excessively on procedures, potentially sidelining the human aspects of change. Such a heavy reliance on processes can sometimes feel too bureaucratic, leading to frustrations within the team.

#### 5. Potential for miscommunication

Without careful execution, messages can get lost or distorted leading to misunderstandings and inefficiencies. Miscommunication can sow confusion and even mistrust if not managed properly.

## 6. Complexity

While robust, comprehensive change management strategies can sometimes add complexity to otherwise straight forward tasks.

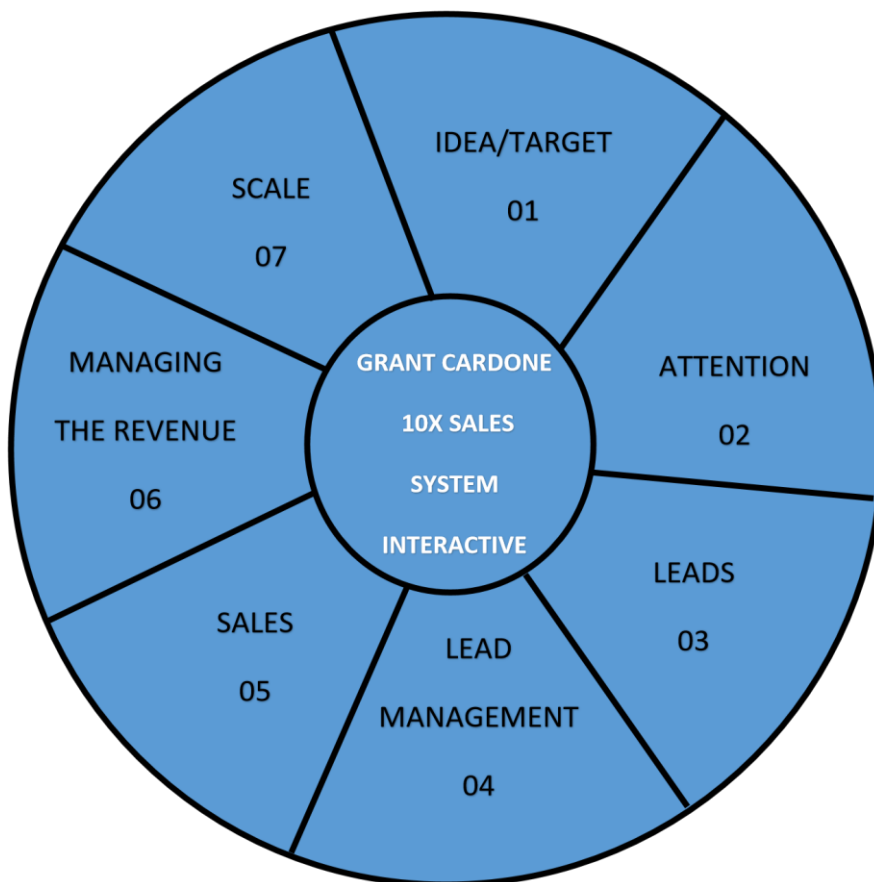
Change in its many forms, is an inevitable aspect of organizational life. According to Prophet, most digital changes (51%, to be precise) are fueled by market pressure and growth opportunities. Two unavoidable forces you will face.

Whether driven by technology, market dynamics, or internal shifts, your organization will face transistors that require adept management. As we've discussed, while change management offers numerous benefits, weighing those against the potential challenges is crucial.

The key is not to view change management as a mere process but as a strategic approach that holds and adapts to your unique organizational techniques.

Just remember that continuous evaluation and adaption are vital. Embrace change, harness its power, and steer your organization toward a prosperous future.

Grant Cardone 10X Sales System (Interactive)



Here is the 7-step formula used by Grant Cardone in his own business which has allowed him to 300X his revenue from \$2 million to over \$600 million per year for him, his clients and his partners.

The formula cones:

- Ideation and offer creation
- Head generation
- Converting sales
- Marketing and advertising
- Managing leads
- Generating repeat buyers
- Scaling your business
- And more!

## 2.2.4 HOW TO MANAGE CONFLICTS AND ITS RESOLUTION

What is conflict?

Conflict is a serious argument or disagreement, it is a natural part of life and relationships.

What is conflict resolution?

Conflict resolution is the process of resolving a conflict. Four proven steps can be taken to resolve a conflict.

Dangers of not properly resolving a conflict:

1. It can damage relationships
2. Lead to an escalation (worsening) of the conflict
3. Can cause stress

Benefits of learning social skills to resolve conflicts:

1. Can be a learning opportunity
2. Can improve social skills
3. Can improve relationships
4. You are more likely to be successful in your personal life and the workplace.

Four Steps of Successfully Resolving a Conflict

1. Stop and think

A. Notice of CONFLICT, STOP AND THINK.

B. How you react can determine if conflict becomes worse.

- i. Be strong, mature, and act like a leader.
- ii. Don't let words bother you.
- iii. Be calm

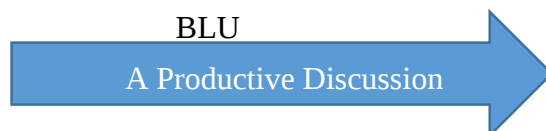
iv. Don't fall for the "conflict trap."

2. Re-Direct

A. Arguing will need to be stopped and redirected.

- i. Nothing can be solved until the conflict is redirected.
- ii. A productive (useful) discussion needs to begin.

B. Be a leader and direct the argument into a fruitful discussion or negotiate a pause or break in the conflict.



### 3. Investigate

- A. You will need to find out what is causing the conflict.
- B. Both sides should have the opportunity to respectfully.
  - i. Explain their point of view and how they feel.
  - ii. Be willing to listen without interrupting.
  - iii. Keep the discussion focused on the real problem.
  - iv. Don't let the discussion become sidetracked on old unrelated issues or personal attacks.

### 4. Find a solution

- A. You will need to work together to find a solution.
  - i. Be willing to make some compromises because that is how good agreements are made.
  - ii. Be positive and encouraging (it is infectious).
  - iii. Show leadership: When an agreement is reached, shake the person's hand and show them you are thankful and happy that the conflict was resolved.

How can you redirect an argument?

Tips:

- 1. Start by informing the person in a polite manner that you understand that he or she is upset.
- 2. Suggest to them it might be best for both of you to sit down and see if you can respectfully figure things out together.
- 3. If the person declines, it may be best to politely walk away and try again after everyone is a little calmer.
- 4. Be patient. It may take several attempts and carefully chosen words to redirect a person.
- 5. Remember there is no perfect wording to redirect an upset person, but it is helpful to show you truly want to listen and are willing to work on repairing the issue.
- 6. Be a leader.

What happens if you are not able to resolve a conflict?

- A. Seek MEDIATION (Help for others).
  - a. Community leaders
  - b. Teachers or school counselors
  - c. Coaches
  - d. Family and Friends.

### How You Can Avoid Conflicts

Many conflicts abruptly start and quickly escalate. How you decide to react to a person will often determine if a conflict arises or escalates. This means you have lots of power to avoid conflicts.

You can avoid conflict by:

- Controlling your emotions.
- Controlling and being careful with your words.
- Not becoming angry or defensive (Remember that anger feeds anger, while calmness inspires calmness).

Often, people are looking for conflict or a reaction. Don't fall for such a trap. If someone is immature and lacks self-control, don't lower yourself to their level by engaging in a worthless argument or fight. Instead, use your power to manage the situation; show them you have self-control and discipline. The person in control of their emotions and words appears mature, strong, and wise.

### Tips on How to Avoid Conflict

DO:

- Control your emotions (Keep your cool).
- Stay calm: (Calmness is just as contagious as anger).
- Control your tone of voice.
- Ignore the small things (It is powerful).
- Use humor
- Apologize if you made a mistake or are in the wrong.
- Be empathetic (I'm sorry you feel that way).

DON'T:

- Become emotional. Threaten.
- Get defensive
- Yell
- Argue feelings
- Judge or criticize
- Use put-downs
- Taunt or tease
- Be afraid to walk away

What are the 5 Conflict Resolution Strategies?

For anyone who has spent time in an office environment, whether virtual or in person, you know that conflict abounds. You've likely experienced it in your personal life, too. Or, if your only introduction to disagreement has been the conflict resolution episode of "The Office", you will

still have some idea of what interpersonal and professional challenges can look like. As Michael Scott explains in the infamous episode, “The five styles of conflict resolution are lose-lose, win-lose, compromise, win-win, win-win-win (the important difference here is with win-win-win, we all win, me too. I win for having successfully mediated a conflict at work.)”

While this article will divert from Scott’s approach to conflict resolution strategies, the above sets a good example of what not to do. You will also see that while some conflict resolution strategies can be used across all industries, other strategies are better suited for certain sectors than others.

First, why investigate conflict resolution strategies at all? According to Harvard Business Review Ascend, managers in the U.S. spend as much as 40% of their time handling conflict. That is a whole lot of time on challenges, disagreements, confusion, discord, and general unhappiness that might be avoidable with good strategies in place.

What Are 5 Conflict Resolution Strategies in IT Management and Other Industries?

In a 2023 Harvard Business Review article, Catherine Cote broke down the Thomas-Kilmann Conflict Model, which highlights five conflict resolution strategies: avoiding, competing, accommodating, compromising, and collaborating. Each is a mix of assertiveness (y-axis of the model) and cooperativeness (x-axis of the model) and can be described as follows:

**Avoiding:** Low assertiveness, low cooperativeness. In the avoiding strategy, individuals tend to sidestep or ignore conflicts together. They may avoid expressing their concerns and also refrain from addressing the concerns of the other party. This approach is often used when the issue is deemed unimportant or when individuals want to delay dealing with the conflict. In IT management, you may recognize avoiding as a conflict resolution strategy when someone simply ignores a problem, a deadline, or even you. Of course, this type of avoidance could very well happen in any other type of industry, too.

**Competing:** High assertiveness, Low cooperativeness. The competing strategy involves a high level of assertiveness to satisfy one’s concerns, often at the expense of the other party’s needs.

Individuals using this strategy seek to win, dominate, or achieve their goals without much regard for collaboration or compromise. It is effective in situations where quick, decisive action is required. It’s common to see competing in IT management, and other fields for winning over technology selection, vendor selection, project prioritization, infrastructure design, and security policy implementation.

**Accommodating:** Low assertiveness, high cooperativeness. Accommodating involves prioritizing the needs and concerns of the other party over one’s own. This strategy is characterized by a high level of cooperativeness and a low level of assertiveness. It is often used when individuals want to maintain harmony in relationships, value the relationships more than the specific issue, or when the issue is not crucial to them. Not surprisingly, where IT managers may have to draw a hard line on hard skills and hardware-they may be able to flex when it comes to softer skills such as communication, team member training, work schedule flexibility, and task assignment.

**Compromising:** Moderate assertiveness, and moderate cooperativeness-compromising aims to find a middle ground where both parties make concessions to reach a mutually acceptable

solution. This strategy involves a moderate level of assertiveness and cooperativeness. It is useful when maintaining the relationship is important, and neither party's concern can be fully addressed without some level of sacrifice.

**Collaborating:** High assertiveness, high cooperativeness. Collaborating is a win-win strategy that seeks to address the concerns of both parties fully. It involves high assertiveness in pursuing one's own needs and high cooperativeness in understanding and meeting the needs of the other party. This strategy is ideal for complex issues where both perspectives are valuable, and a creative, integrative solution is possible. Again, like other areas of business and very similar to other fields, you will see IT management compromising over issues such as budget, timeline negotiations, technology stack selections (perhaps somewhat unique to IT management), security measures, and other matters that are very relatable industry-wide.

Each of these conflict resolution strategies in IT management and elsewhere has its advantages and disadvantages. The most effective approach depends on the nature of the conflict, the individuals involved, and the teams to understand and choose appropriate strategies for resolving conflicts.

**What is Required of All Conflict-Resolution Strategies?**

Ultimately, the goal of any conflict resolution strategy is, perhaps not surprisingly, to achieve peace by resolving disagreements and defining a plan moving forward to maintain the resolution. According to expert Jennifer Herrity, "You need both parties to agree on what the issue is and discuss needs that aren't being met on both sides. Obtain as much information as possible on each side's outlook. Continue asking questions until you are confident that all the conflicting parties understand the issue".

**How Can You Adapt Strategies for Conflict Resolution?**

Conflict resolution strategies call upon numerous skills, HelpGuide.org asserts, and when used correctly, you can adapt these skills to various situations in your personal or professional life. In addition to these skills, you may experience unexpected outcomes from resolving a conflict, such a new or different side of a relationship. Let's take a look at several skills from Indeed's Career Guide and Novo resume that you might expect to develop from using one of the five conflict resolution strategies.

- Communication skills
- Active listening skills
- Mediation skills
- Emotional skills
- Facilitation skills
- Problem-solving and critical thinking skills
- Assertiveness skills
- Increased productivity

- Professional growth
- Leadership skills
- Team work skills
- Patience
- Compromise
- Creativity
- Management skills

### What Are Practice Strategies for Negotiation and Conflict Resolution?

Practicing the above skills will help you prepare for the times when conflict comes up. Flexing your patience, practicing your communication skills, mediation, and leadership, for example, will help you with conflict resolution should the occasion arise. And the occasion will indeed arise. Cultivating and having the aforementioned skills is not merely a proactive approach to self-improvement; it is an investment in your ability to navigate the inevitable challenges that life presents. The more you practice the strategies, the better prepared you'll be.

### Overview: What Are Five Conflict Resolution Strategies?

The five conflict resolution strategies with which you may be familiar-avoiding, competing, compromising, and collaborating-come from the Thomas-Kilmann Model that depicts the amount of assertiveness and cooperativeness involved in each strategy to resolve the conflict. Each strategy has its merits and can be particularly effective in the world of IT management, as well as other professional and personal settings. Given that 40% of managers in the U.S. spend time resolving conflicts, consider reducing your workload by brushing up on not only conflict resolution strategies but also the conflict resolution skills behind them. Enhancing your leadership, mediation, communication, and other skills will benefit you personally and professionally-not to mention, save you time.

## 2.2.5 EIGHT STEPS TO EFFECTIVE CONFLICT MANAGEMENT

Conflict is a regular part of life. How you handle conflict affects the outcome of your negotiations, your business relationships, and your organization's reputation. Dealing with conflict in constructive ways will help you maintain and enhance business productivity and achieve professional results in a fair open and transparent manner.

### 1. Be aware

Conflict can arise at times. Knowing this enables you to take steps to effective conflict management. Approaching conflict as a normal occurrence helps you to turn potential disagreement into clear communication and improved processes.

### 2. Be proactive

Prevention and early resolution are the most effective. When issues arise, listen and reflect on what is happening. Consider how you can address difficult issues before they escalate to conflict.

### 3. Seek to understand all sides of the issue

There is always more than one way to interpret a situation. Reflect on what this issue means to you, to the others involved, and what is at stake for everyone.

### 4. Initiate dialogue

Initiate dialogue by listening and asking questions. This will help you gain a greater understanding of what is hindering progress and will help you better address the control issue.

### 5. Know when to ask for help

Enlisting the help of a mental third party can assist you in clarifying communication and prevent conflict escalation. When early awareness and response measures uncover issues that need greater attention, consult others, including a conflict management practitioner for assistance.

### 6. Assess your options

There are a variety of ways to handle conflict, such as negotiation, conflict coaching, facilitated discussions, mediation, arbitration, and litigation. A conflict management practitioner can help you assess your options so you can decide the best possible way to manage the situation.

### 7. Take action

Use your knowledge and resources to take action. This could mean developing or fine tuning your conflict management skills through conflict coaching, taking time to prepare for a difficult meeting, or preparing for a facilitated discussion.

### 8. Reflect on the situation

Reflecting on the situation is a key element in maintaining and enhancing productivity. What have you learned? What has this situation shown you about yourself, others, and/or procedures? What can you change in the future to prevent similar situations?

Successful conflict resolution depends on your ability to manage stress while remaining alert and calm control your emotions and behavior.

Agree on the best way to resolve the conflict. Acknowledge the agreed solution and determine the responsibilities each party has in the resolution. There is no best way to handle conflict knowing yourself and fully understanding each situation will help you understand the conflict management style needed.

### Some Ways to Resolve Conflicts

#### Talk directly

Assuming that there is no threat of physical violence, talk directly to the person with whom you have the problem. Direct conversation is much more effective than sending a letter, banging on the wall, throwing a rock or complaining to everyone else.

#### Choose a Good Time

Plan ahead and allow yourselves enough time for a thorough discussion. Don't start talking about the conflict just as the other person is leaving to make dinner, for example. Try to talk in a quiet place where you can both be comfortable and undisturbed for as long as the discussion takes.

#### Plan Ahead

Think about what you want to say ahead of time. Explain what the problem is and how it affects you.

#### Don't Blame or Name-Call

Antagonizing the other person only makes it harder for him or her to hear you and understand your concerns. Don't blame the other person for everything or begin the conversation with your opinion of what should be done.

#### Give Information

Don't interpret the other person's behavior. "You are blocking my drive way on purpose just to make me mad!" Instead, give information about your own feelings: "When your car blocks my drive way, I get angry because I can't get to work on time."

#### Listen

Give the other person a chance to tell his or her side of the conflict completely. Relax and listen; try to learn how the other person feels.

#### Show That You Are Listening

Although you may not agree with what is being said, tell the other person that you hear him or her and are glad that you are discussing the problem together.

#### Talk it all Through

Once you start, get all the issues and feeling out into the open. Don't leave out the part that seems too "difficult" to discuss or too "insignificant" to be important. Your solutions will work best if all issues are discussed thoroughly.

#### Work on a Solution

When you have reached this point in the discussion, start working on a solution. Two or more people cooperating are much more effective than one person telling another to change. Be specific. "I will turn my music off at midnight" is better than a vague "I won't play my music anymore."

#### Follow Through

Agree to check with each other at specific times to make sure that the agreement is still working... Then really do it!

A structured, assertive, communication approach for managing and resolving conflict. Describe the specific situation, express your concerns about the action. The perception is that: Most people are good and want to do well; the capacity to recognize and respond to the things that matter to the organization can help resolve conflicts.

There is no best way to handle conflict... Knowing yourself and fully understanding each situation will help you understand the conflict management style needed resolve the conflicts in the organization in question.

## 2.2.6 HOW TO BRIDGE THE GAP OF COMMUNICATION IN AN ENTITY

Another way to bridge communication gaps is to ensure that everyone is on the same page about what is expected of them and what they are working towards. This means setting clear and measurable goals, defining roles and responsibilities, and providing regular feedback and recognition, (5 September 2023).

To bridge those gaps, start by making an effort to understand the goals, priorities, and constraints of other teams. Put yourself in their shoes and try to see things from their perspective. This empathy will help you communicate in a way that resonates with them and finds common ground, (26 March 2024).

How can you bridge communication gaps in your organization?

1. Assess your communication channels
2. Clarify your expectations and goals
3. Listen actively and empathetically
4. Adapt your communication style
5. Encourage feedback and collaboration
6. Here's what else to consider

### Key Takeaways from This Research

- Encourage regular feedback: Creating a routine for giving feedback can make the process more comfortable and productive. Just like going to the gym, it gets easier the more you do it. Regular, quick feedback sessions build trust and a sense of safety.
- Document Processes: Clarity is key in communication. By documenting processes, you provide a reference point that helps everyone understand their roles better. This reduces confusion and ensures that all team members are on the same page.

1. Assess your communication channels

The first step to bridge communication gaps is to evaluate how you communicate with your employees and how they communicate with each other. Do you have clear, consistent, and accessible communication channels for different purposes such as feedback, updates, announcements, and questions? Do you use the appropriate tools and platforms for different types of communication, such as email, chat, video, or phone? Do you encourage open and honest communication across all levels and departments? Identify the strengths and weaknesses of your communication channels and look for ways to improve them.

2. Clarify your expectations and goals

Another way to bridge communication gaps is to ensure that everyone is on the same page about what is expected of them and what they are working towards. This means setting clear and measurable goals, defining roles and responsibilities, and providing regular feedback and recognition. It also means aligning your communication with your organizational vision, mission, and values, and communicating how each employee contributes to them. By clarifying

your expectations and goals, you can reduce ambiguity, confusion, and misalignment, and increase accountability, motivation, and alignment.

### 3. Listen actively and empathetically

One of the most important skills for bridging communication gaps is listening. Listening is not just hearing what someone says, but understanding what they mean, how they feel, and what they need. To listen actively and empathetically, you need to pay attention, ask questions, paraphrase, reflect, and acknowledge. You also need to avoid interrupting, judging, or jumping to conclusions. By listening actively and empathetically, you can show respect, build rapport and gain insights.

### 4. Adapt your communication style

Another skill that can help you bridge communication gaps is adapting your communication style to suit different situations, audiences, and preferences. Communication style refers to how you express yourself, such as your tone, language, body language, and gestures. Different people may have different communication styles, depending on their personality, culture, background, or context. To adapt your communication style, you need to be aware of your style and how it may affect others, as well as the style of others and how they may perceive you. You also need to adjust your style to match the purpose, channel, and tone of the communication.

### 5. Encourage feedback and collaboration

The final tip to bridge communication gaps is to encourage feedback and collaboration among employees. Feedback is essential for learning, improvement, and growth. Collaboration is essential for innovation, problem-solving, and teamwork. To encourage feedback and collaboration, you need to create a safe and supportive environment where employees can share their opinions, ideas, suggestions, and concerns without fear of criticism, rejection, or retaliation. You must also facilitate and participate in feedback and collaboration sessions, such as meetings, brainstorming, surveys, or reviews.

### 6. Here's what else to consider

This is a space to share examples, stories, or insights that don't fit into the previous sections.

What is the meaning of the communication gap?

A communication gap refers to a disconnect or failure in exchanging information between parties within an organization (5 March 2024). This gap can occur at any point in the communication process, from the sender not conveying a message clearly to the receiver misunderstanding or not receiving the message at all. Communication gaps can lead to misunderstanding, confusion, and inefficiencies within an organization, impacting overall performance and employee morale.

Why is the communication gap relevant to internal communications?

Communication gaps are particularly relevant to internal communications professionals as they directly impact the effectiveness of internal comms strategies. Identifying and addressing these

gaps is essential for ensuring that all employees are aligned with the organization's goals, policies, and procedures and that there is a cohesive and transparent workplace culture.

### Examples of a communication gap in internal comms

An example of a communication gap could be the failure of a message to reach all intended recipients due to reliance on a single communication channel or a message being misunderstood because it was not tailored to the audience's diverse needs. Another example might be frontline employees not receiving timely updates due to a lack of access to the company's primary communication platforms.

### Best practices for building a Communication Gap

- Utilize multiple communication channels to ensure messages reach all intended recipients.
- Tailor messages to the audience's needs, considering language, tone, and cultural factors.
- Encourage feedback to ensure messages are understood as intended and to identify any communication gaps.

### Common challenges related to a Communication Gap

- Overcoming barriers posed by remote or dispersed workforces.
- Ensuring messages are adapted to suit diverse employee needs and preferences.
- Dealing with information overload that can obscure important messages.

### What does Communication Gap mean for frontline teams?

For frontline teams, a communication gap can mean being cut of the loop on important updates, policies, or changes that directly impact their work. Bridging these gaps is crucial for ensuring these teams are informed, engaged, and aligned with organizational objectives, enhancing their ability to provide high-quality service.

### Communication Gap FAQs

#### 1. How can you identify a Communication Gap within an organization?

- Regular feedback, surveys, and communication audits can help identify where gaps are occurring.

#### 2. What are some common signs of a Communication Gap?

- Signs include frequent misunderstandings, lack of awareness about policies or changes, and inconsistent information being shared.

#### 3. How can technology help bridge Communication Gaps?

- Technology can provide diverse and accessible platforms for communication, ensuring that information reaches all employees effectively.

Learn more

What are knowledge gaps?

Knowledge gaps are areas where there is lack of information or understanding. Learn why they're important in internal comms and how to address them.

What is employee knowledge and know-how?

Discover the importance of employee knowledge and know-how in internal communications, including best practices and common challenges.

What is an internal podcast?

An internal podcast is an engaging tool for modern internal communications, allowing for a personalized and flexible way of keeping employees informed and connected.

What is bridging in communication?

An important technique, media technique is "bridging." Bridging is a powerful means of taking charge of and controlling an interview. The goal of a media interview is to focus the reporter on a few key messages that are true, accurate, clear, concise, brief, and memorable. A bridge is an intelligent device that receives, processes, and transmits data from one network to another. A network bridge is a computer networking device that creates a single, aggregate network from multiple communication networks or network segments.

What is bridging the gap?

To make two groups, people, ideas, etc., less separate or less different: We need to bridge the gap between employees and management.

Bridging gaps in education refers to addressing the discrepancies between the concepts and skills prescribed for learning and the readiness of the population to learn (29 November 2023).

How do you bridge a gap in the workplace?

One of the best things you can do is make sure communication is open and welcoming. Encourage younger employees to ask questions of their older peers; have leaders and managers practice active listening skills (23 January 2024).

5 Steps to Creating Conversations that Build Bridges

1. Acknowledge their perspective. Listening is the most effective way to accomplish this...
2. Highlight areas of agreement...
3. Hedge your claims...
4. Phrase arguments in the positive rather than the negative...
5. Avoid explanatory words...

Here are seven steps that can help strengthen the transfer of information and prevent communication gaps.

1. Be focused...

2. Frame the message...
3. Use appropriate volume...
4. Avoid assumptions...
5. Check for comprehension...
6. Use the right medium...
7. Wrap it up... 8. Everybody Wins.

## 2.3 SUMMARY OF THE CHAPTER

Organizations are among the most significant structures through which society functions. Through its business, civic, social, and religious organizations, society carries out much of its economic and social life. Understanding how organizations work, how they are designed, how they change through internal processes and can be changed from without, as well as how change can be guided, is of immediate interest both to those who work in organizations and those who work in organizations and those who study them.

In today's fast-paced, fast-changing, and increasingly competitive world, the effectiveness of business organizations has become the focus of considerable attention. When such organizations falter or fail, the consequences can be far-reaching, even devastating. Business organizations provide a rich complex, but barely tapped lode of knowledge about organizational performance and the processes of change. Although research approaches in this field are still in their infancy and need to be further developed and validated, the field is fertile ground for a greater understanding of organizations, organizational performance, and organizational change broadly conceived.

### Key Conclusions broad

The researcher's key conclusions reflect broad themes that cut across the chapters in the book.

- The importance of context. Organizations function best when they are appropriately matched to their environments. For contemporary organizations, the environment is increasing in complexity and instability, both continuously and rapidly. The constant change in the environment is prompting complementary changes in organizations looking for an optimal match between their missions and their external conditions.
- Changing organizations. Organizations are constantly changing their boundaries are difficult to define and vary over time, some are expanding their missions and taking on new objectives, and others are cutting off functions and focusing on their central objectives. A shift in their mission is what leads to changes in almost all aspects of organizations.

There is no universal formula for producing effective organizational change; once a method of change has been selected, there is no widely accepted procedure for implementing it. And because of the complexity of the rapidly changing environment, it is not feasible to prescribe a standard strategy for change to better enable the organization to fit into its environment. A strategy for change must be adapted to the particular set of conditions in place at the time.

- Research lags Practice. Thirty years ago, organizational research was ahead of organizational practice. The research investigated new and potential practices and informed their development and implementation in the organization. The rapid growth in the complexity of the environment and the tempo of organizational change have altered the sequence of this relationship: research now lags behind practice. Given this and the fact that high-quality research takes time, organizations need a rational basis for developing strategies for change. When knowledge is lacking, organizational managers look for help wherever it can be found.

That explains the large and expanding market for popular approaches to organizational transformation. Although some of the comment prescriptions may have utility, most of them will turn out to be fads. Yet these ideas should not be ignored; subjecting the most popular ideas to systematic evaluation provides a more rational basis for adopting or rejecting them.

- **Research Base Weak.** Despite the progress of powering researchers in certain areas both the research base and organizational theory are in their infancy. Consequently, neither one is complete enough to derive strategies for change rationally. There is even a lack of descriptive taxonomies to provide a framework to carry out research. Much of the difficulty lies in the accessibility and complexity of the subject matter, not in any lack of effort on the part of organizational theorists and researchers.

The committee is therefore unable to conclude, based on scientific evidence, what does or does not work to enhance organizational performance in the areas studied. Although there are myriad innovations and claims, there is nothing we can point to with scientific support that invariably results in effectiveness. The negative conclusion includes the widely studied techniques of total quality management, downsizing, and reengineering. Negative findings, however, can embolden people to experiment and evaluate their experimentation.

- **Making progress.** Research is more likely to address practical issues if it is guided by a conceptual framework that specifies relationships among the various influences on organizational performance, which are the subject of this book. Without such a foundation for research, results are likely to address only the narrow issues of whether one or another popular approach is more plausible. Developing theory and researching these relationships should take priority in any research agenda on organizational performance.

In researching interventions, such as total quality management, a primary challenge is the development of precise and bounded measures of effectiveness. Evaluations work best when the intervention is clearly defined and consistently applied and when the resulting outcomes are clear, cogent, and measurable. In this connection, it is significant to note that measures of satisfaction are not necessarily measures of effectiveness. Each component of an organization's effectiveness, like its overall effectiveness, can be assessed only in terms of its context.

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## CHAPTER 3

### 3. IMPACT OF EFFECTIVE LEADERSHIP AND ITS CONTRIBUTION TO FACILITATING CHANGE IN THE INTERNATIONAL BUSINESS CONTEXT.

Leadership is the most critical component that determines the success of an organization. Most organizations internationally have invested their funds and resources into molding efficient and skilled leaders to guide their organization into an advanced and progressive one. The researcher indicates that effective leadership is critical in enabling organizations to navigate the dynamic market of challenges internationally (Wingborg et al., 2006). On the other hand, it has enabled individuals (leaders) to solve conflicts and make informed decisions during a crisis. As businesses expand internationally, they encounter several challenges that require in-depth analysis of the situation and leadership skills to facilitate a successful venture in the new market. For instance, for an American firm to start a business in the Asian market, it needs to analyze the market first and then decide. The decision made is based on the leadership skills of an individual. Leaders with poor leadership skills are bound to make poor decisions that will affect the organization's success. This research aims to make the audience understand effective leadership's impact on managing organization transformations in the international market.

The world trade environment has become more dynamic. Technology changes have changed how people in business organizations conduct themselves and exchange commodities (Saher & Anjum, 2021). For instance, the rise of e-commerce has transformed how people purchase products. As evidenced by Amazon's e-business, people can buy whatever they need with a click of a button, which applies to Jumia in Nigeria as well. This implies that the globalized economy and the advancement of technology have enabled organizations to explore new methods of doing business and how they venture into new markets. On the other hand, venturing into international markets has been made easy due to technological advancement and globalization. Expanding businesses and changing the organization's business model have necessitated effective leadership (Azad et al., 2017). This is because leadership determines how an organization operates, the chances of it succeeding in new markets, and the strategies to implement to penetrate the market.

Previous studies have highlighted the importance of leadership in management. Despite the limited resources focusing on international markets, studies on domestic markets on the impact of leadership could give a glimpse of how leadership could impact international markets. It is important to note that leadership is a universally valued, desired, and respected ability.

Effective business leadership can bolster and promote teamwork, cultivate a sense of greater good, motivate, inspire trust, or provide purpose and direction. Why is Leadership important in Business Administration?

It doesn't matter if you are running a non-profit organization, a branch of government, or a for-profit enterprise: you will always need some kind of vision for the future of your group. You will also need leaders who can help plan and successfully execute the vision.

From motivating others to cooperate in completing necessary tasks to determining what tasks are essential in the first place – leadership has an enormous place within business. Below we'll look more closely at the importance of leadership in business administration, and how leadership in the business world can be a valuable quality at all levels of an organization from the lowest level employee to the CEO.

What is Leadership in the Business World?

So, what constitutes “good leadership” exactly? It's a surprisingly difficult and rather subjective question to answer. In the business world, leadership can take a wide variety of forms. There are career tracks that require leadership as a fundamental aspect of their job description. At the highest levels, CEOs are the top strategists for an organization – the leader of their company. But underneath those high-level positions, leadership skills can remain invaluable in a variety of positions throughout an organization.

According to the Center for Creative Leadership, a non-profit leadership development organization that has worked with hundreds of Fortune 1000 companies, there are several key qualities of a leader. These qualities include empathy, courage, an ability to delegate, and learning agility – or an ability to learn quickly and apply that knowledge in critical situations.

Communication skills are highly prized among leaders. An effective communicator cannot only better delegate tasks to members of their team and convey information to them, as well as those at an executive level, but they can also apply the “courage” aspect of leadership and use their communication skills to broach new ideas that can drive value for the company and shake up the status quo in a good way.

And while the boardroom is a very different environment from a battlefield, the defining characteristics of leadership are quite similar between business leaders and military leaders. An ability to take decisive action is one of the most recognizable traits among leaders. Military research has shown that in battle, a private has about a 20% chance of initiating combat, while that figure is close to 70% for a senior officer. It's often pretty much the same in the workplace.

Taking initiative can be difficult. And if you don't understand exactly what needs to be done – if you don't see “the bigger picture” – then taking initiative can be particularly difficult.

For example, corporate trainers help us to teach a variety of working professionals the new kinds of skills that a company needs, which requires a strategic understanding of the company's dynamic needs concerning products and services. In other words, a “big picture” understanding.

Similarly, HR managers are involved with strategic planning and must understand individual talents and their relationship to the rest of the organization. And as with many other kinds of business administration careers, that comes down to leadership ability.

Why is Leadership important in Business?

If you are running a business, you might need to determine how to delegate responsibilities, deal with interpersonal conflicts, handle unexpected problems, and develop your vision for the

company. Business Administration leadership is a necessary ingredient for overcoming those kinds of problems.

The importance of leadership in business administration is hard to overstate. At the highest levels, the influence of a leader, good or bad, can resonate throughout an organization. It can motivate teammates and provide them with a purpose and direction. Good leadership can help to establish company culture and the developmental direction of an organization. We have modern examples of great leaders like Bill Gates, Elon Musk, Steve Jobs, and Warren Buffet, as well as other historical examples.

Jack Welch helped grow General Electric, acquiring hundreds of companies and overseeing GE from a valuation of \$ 12 billion to \$ 505 billion during his tenure. His leadership in evolving company operations to force employees to embrace change, hiring managers who knew could keep employees engaged, and insisting they work side-by-side with employees to better understand their jobs. Those kinds of decisions can define and redefine an origin from the top down.

But even at lower levels of management and in roles that don't (at first glance) appear to be leadership positions, leadership can be critical. Effective business leadership can bolster and promote teamwork, cultivate a sense of greater good, motivate, inspire trust, or provide purpose and direction. In the immortal words of Steve Jobs, "Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could."

### Business Leadership Qualities

While we taught about valued leadership qualities and how those qualities transcend any scenario, four of the most important business leadership qualities include:

1. **Leading by Example** – One of the best ways to inspire people is to practice what you preach. If you expect 110% from others, but then go home early, you might hurt morale. People want accountability from their leaders.
2. **Strong Communication Skills** – As noted before, both written and verbal communication skills can be an essential part of leadership. Cognitive empathy, being able to put yourself in another person's shoes, can be particularly important for becoming an effective communicator, and making a connection with those whom you're leading.
3. **Emotional Intelligence** – In his famous best-selling book, *Emotional Intelligence*, psychologist Daniel Coleman makes a compelling argument that good leaders are high in a trait he's called emotional social skills, and self-regulation abilities.
4. **Vision** – Leaders need the ability to see "the big picture." Doing that can require developing a large collection of both hard and soft skills. That might include the ability to see changing market trends, as well as spot openings in the market for new types of products.

But that's just the beginning. You also need traits like teamwork, problem-solving, motivational skills, analytical skills, conflict resolution, and others. Even learning to listen to feedback more

effectively can make you a better leader and help you determine the style of business leadership you most want to convey later in your career.

### Styles of Leadership in Business Administration

There are many types of leadership in business, and it's often important to choose one of those styles on a case-by-case basis. For example, if you wanted to foster an environment that allowed for creative and unique solutions, a bureaucratic leadership style would be counterproductive. Four of the most common styles include:

1. Democratic Leadership takes informal polling to help inform their decision-making but are ultimately the ones to make a final, decisive call. Sometimes your employees know more about their job than anyone else, and democratic leaders can more easily take advantage of that wisdom. This method of leadership can improve engagement but may slow down decisionmaking.
2. Autocratic Leadership involves making decisions without consulting others, leaving it up to you, the expert. This can be great for quick decision-making, and useful for excluding non-qualified parties from weighing in. It can also make people feel excluded from important decisions, and you may risk losing the insight of crowd-sourcing.
3. Servant Leadership is essentially the opposite of an authoritarian, top-down leadership structure. The servant leader aims to serve the needs of their team and create a satisfactory employment environment for everyone. This model can have difficulty when you need to make unpopular choices and can be slower in solving problems than autocratic leadership, but there are also scientifically recognized connections between employee happiness and productivity.
4. Bureaucratic Leadership is basically about establishing rules and procedures for everyone to follow, which leaves no room for guesswork when it comes to expectations. This kind of leadership isn't ideal for innovative or creative problem-solving processes but is great for routine-oriented jobs.

Picking between different styles of leadership can involve weighing your strengths and weaknesses, as well. For example, servant leadership might require more persuasiveness than autocratic leadership. Learning to navigate the dozens of different styles of leadership and find one that works best for you is something that can require both education and experience to perfect.

For an organization to effect change, leaders need to encourage employees to communicate and collaborate. This way, people can explore new ways of thinking and produce better results for the organization. Additionally, learning from others helps employees improve themselves.

Leaders are responsible for setting a clear vision for the change initiative, outlining the desired outcomes, and communicating them effectively to stakeholders. Leaders play a crucial role in building support and buy-in from employees and stakeholders by actively engaging and involving them throughout the process (6 June 2023).

Leadership is important for change management because it affects the readiness, willingness, and ability of stakeholders to adopt and sustain the change. Without effective leadership, change initiatives may face resistance, confusion, or apathy from those who are impacted by the change (29 September 2023).

What is effective leadership and its impact on an organization's success?

**Motivation and Engagement:** Effective leaders inspire and motivate team members. They provide clear goals, offer regular feedback, and recognize individual contributions. This encouragement leads to higher levels of job satisfaction and engagement, which in turn enhances overall performance (12 December 2023).

The Benefits of Effective Leadership for Organizations

- Improved Efficiency and Productivity. One of the clearest signs of an effective leader...
- Improved Communication and Collaboration...
- Increased Employee Motivation and Morale... • Strategic Decision-Making and Long-Term Vision.

Effective leadership is one of the primary drivers for growth, development, and innovation in any organization (John and Chattopadhyay, 2015). Going further, leaders determine values, culture, change, tolerance, and employee motivation. They shape institutional strategies that include their execution and effectiveness.

Effective leadership is paramount when it comes to leading organizational change. Leaders play a vital role not only in influencing the organization's direction but motivating employees to embrace change. Their vision, communication skills, and ability to manage resistance are key to successful change management.

### 3.1 REVIEW OF PRIOR STUDIES ON THE IMPACT OF EFFECTIVE LEADERSHIP AS A CHANGE AGENT IN INTERNATIONAL BUSINESS.

The purpose of this study or research is to craft the relationship between process model and change, this relationship describes the ways of implementing the change process by leader's knowledge sharing, and this sharing identifies the stages of the change process, and these stages delineate the functional significance between organizational change and change implementation. Organizational life has been made an inevitable feature by global, technological, and economic pace, and many models of implicit dimensions at one stage or more stages of the organizational change process (Burke 2008, Wilkins and Dyer, 1988), and these models imitate different granular levels affecting the process of organizational change, and each level of them identifies distinctive change implementation stages (By, 2005). A model of organizational change in Kurt Lewin's three-step change process context was introduced in this research/study; which reflects momentous stages in the change implementation process. Kurt Lewin's model is the early fundamental planned change model explaining the striving forces to maintain the status quo and push for change (Lewin, 1947). To change the "quasi-stationary equilibrium" stage, one may increase the striving forces for change, decrease the forces maintaining the status quo, or the combination of both forces for proactive and reactive organizational change through knowledge sharing of individual willingness with the help of stimulating change leadership style.

Lewin's model was used from an ethnographic study assumed for the investigation of Lewin's model for change development, mediates implementation and leadership initiatives for change in complex organizations. The focus of this research is on the following:

1. How Lewin's change model granulates change,
2. How knowledge sharing affects the change implementation process,
3. How employees are involved in change and willingness to change, and
4. How leadership style affects the organizational change process in an organization.

#### Model of Organizational Change

##### Process Model

Organizational change explains the movement of an organization from the known (Current state) to the unknown (Desired future state). This is because the future of this change is uncertain and may concern the people's worth, coping abilities, and competency, so the people of the organization do not support change unless they are convinced against the status quo (Cummings & Worley, 2003). The organization may have invested heavily in the status quo; subsequently resisting change will take place to avoid the uncertain future of an organization.

Consequently, the necessary actions are to be taken to motivate employees. For this purpose, the study explores the loop of the organizational change process through a series of events, which focuses on fundamental steps taken for the implementation of change. The model has been categorized into loops of leadership, management, and organization. This process is initiated through Lewin's (1947) three-step change model denoting the step-by-step phases of unfreezing, changing, and refreezing, so employees are being involved and instructed by leaders regarding the issues related to the change process (Porras & Robertson, 1992). This subsequent process of change elaborates the varying outline sequence upon the essential stages of change (Bate, Khan, & Pye, 2000). The reprisal in the process Burke (2008) and Whelan-Berry, Gordon, and Hinings (2003) underlined the importance of leadership before launching each phase at each stage of change. The leader's ethicality may be one of the most important sources of change from employees as Durand and Calori (2006) stated the ethics of leadership in the change process. Yet, this study does not examine explicitly the role of leadership ethics or its importance in the spontaneous change process (Armenakis & Harris, 2009).

In this research/study, the organizational change will be referred to as planned change. In the context of the process model of change, the culture has been recognized by theorists as a moderator for organizational change. Burke (2008) identified the Burke-Litwin model from different theorists for the culture of organizational change.

#### Organizational Change and Lewin's Model "Unfreezing"

Change management is defined by Moran and Brightman (2001) as "the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers." Change does not depend on size and age but occurs thoroughly in all businesses. The world changes very fast, so organizations must have to be changed quickly for the development and survival of the organization (Alvesson & Sveningsson, 2008). The models and theories have been proposed for driving changes in organizations for managers and leaders to monitor, evaluate, and plan changes using the structure for quick response to the internal or external environment and foresee the pattern of change by individuals, products, technology, and market (Van Ossten, 2006). As stated by Glieck (1987) organizational change is a kind of chaos, so the number of variables changing, the environment changing, frequent change, and resistance to change create a confluence of the change process at the same time, that does not only stimulates difficulties in prediction but also make control impossible. However, the repeatedly researched literature consistently links different classes of events in organizations for change. A new model has to be built to describe the causes of organizational change, exploring how does organization functions (i.e., a leads b), and the causation of model change deliberately. The internal and external environment persuades organizations to change.

Pierce, Gardner, and Dunham (2002) stated two kinds of change in the organization, reactive and proactive change. The reactive change takes place when internal or external forces pressure the organization for change while proactive change takes place when the organization itself concludes that change is desirable and Peters and Waterman (1982) developed a cultural excellence model for change. Pettigrew (1973) developed the procession approach as the holistic view of organization and environment, which emphasizes that change is heavily influenced by power, culture, and politics.

Many theories have been proposed for the change process but here in this study, Lewin's three-step model for change has to be used for the change process. As the organization is in a stage of change, Kurt Lewin's theory has been applied to the change process. According to the study of Lewin, that successful organizational change may be planned and this requires the system to be unfreeze. As explained in the study, there are different reasons for change of organization and this will divert from its current position or status quo will create minimum resistance and tension then the forces applying for change, and this strategy will be a more effective strategy for change.

#### Employee Involvement in Change and Lewin's Model "Change Process"

Employee involvement (EI) has been defined by Glew, Leary-Kelly, Griffin, and Van Fleet (1995) as "Employee involvement seeks to increase members' input into decisions that affect organization performance and employee well-being." This can be explained in four (power, information, knowledge and skill, and rewards) elements which promote the worker or employee involvement. For overcoming resistance to organizational change, employee involvement is the most oldest and effective strategy in formulating planning, and implementing change. The participation will lead high quality change and prevail over the resistance in the implementation stage (Vroom & Yetton, 1973). By doing this a variety of information and ideas may be generated, which may contribute to the innovations effectively and suitable in the situation, raise likelihood, create member commitment in implementing change, and employees motivating and lead change efforts in work (Cummings & Molloy, 1977). After getting out of the status quo, the leaders are required to support employee's involvement in accelerating the change in an organization. The study of Pierce et al (2002), states that; to stimulate process, the employees must have to be addressed about change. The leaders should educate, communicate, participate, involve, task support, provide emotional support and incentives, manipulate, co-opt, and coerce the employees about change.

The study of Morgan and Zeffane (2003) states that during the change process, the leader's transparency reaffirms and enhances the trust of the employee's involvement in the organizational change process regarding the discussion and meetings whenever discussed in the organization, this allows employees for their opinions and achieve better sense of control (Morgan & Zeffane, 2003). Leaders having encouraging behavior will provide support or suggestions in the process of change and will reap the advantages of task commitment and effectiveness (Higgins, Judge, & Ferris, 2003). The active roles of employees in organizational change tend to employees' acceptance of the change process Lewin's second step will shift the behavior or attitude of the department, organization, or individual to the next new level.

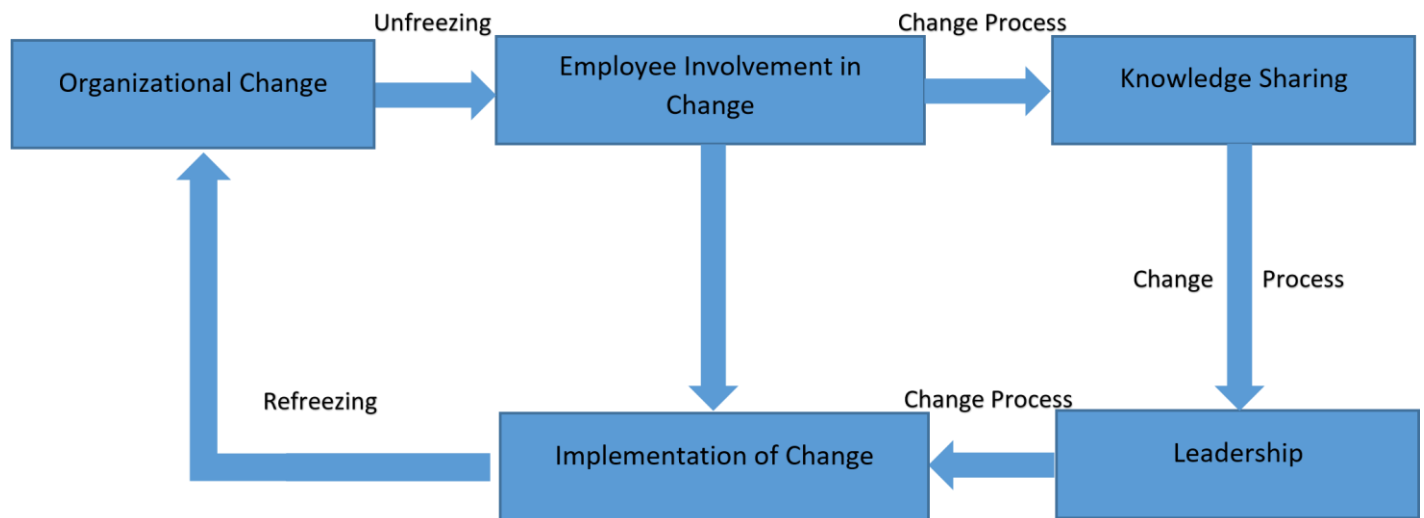
The employee's involvement will be more effective if employees are empowered with authority and responsibility (Mathieu, Gilson, & Rubby, 2006). Here in every step of Lewin, the role of leadership involves a change agent for behavioral integration in tasks and social dimensions. The study of

Srivastava, Bartol, and Locke (2006) state that knowledge sharing means a team is sharing information, task-relevant ideas, and suggestions between different levels of management.

## Knowledge Sharing and Lewin's Model "Change Process"

The employees make sharing of knowledge about task assignments, customer service, performance outcomes, and decision-making, information flow from multilevel, making business plans, competitive conditions, new technology equipment, work methods, ideas for organizational improvement, share skill and expertise, share development programs, contribute in solving problems, and business operation (Cummings & Worley, 2003). The study of Wenger, McDermott, and Snyder (2002) states, that knowledge sharing is crucial among individuals of an organization. Knowledge sharing in organizational resources is crucial for competition, sustainability, and a dynamic economy (Hakanson, 1993, Foss and Pedersen, 2002). So, the organizations do not rely on training, staffing, and managing systems only but also the knowledgeable individuals share beliefs, experiences, skills, competencies, and abilities (Ambrosini and Bowman, 2001, Brown and Duguid, 1991). One thing that should be noted that how to transfer the knowledge and expertise from the experts to novices who require knowledge (Hind, Peterson, & Pfeiffer, 2001). Bordia, Irmer, and Abusah (2006) concluded that knowledge sharing at the individual level was studied in organizational behavior, psychology (Lin, 2007), information systems (Wasko & Faraj, 2005), and strategic management (Reagans & McEvily, 2003). Knowledge sharing is done at the individual, group, and organizational levels or the organization, starting at the individual level (Bock & Kim, 2002) and this is explained by Uriarte (2008) as the framework of knowledge sharing consisting of three levels as enablers, levers and foundation.

In the change process when employees contribute, the knowledge-sharing stage identifies the kind of knowledge that generates value for the organization after that generating the mechanism for that knowledge. The required knowledge is identified for organizational need which is getting from two sources of external as renting or consultancy from other companies or sharing knowledge by internal sources in informal networks among employees who have expertise (Wenger, 1999). Sharing knowledge is the organizational learning process, which concludes, what the members or employees know about the organizational products, processes, customers, and competitive environments of an organization. This knowledge may be the explicit knowledge which can be easily transferred in documents, databases, and manuals and the tacit knowledge is the member's internal skills, intuitions, and memories (Polanyi, 1995). In the change process of Lewin's three-step model, the knowledge is codified and personalized. In the codification phase, the knowledge is stored which would be used by appropriate members but in the personalization phase, the knowledge is focused on how to transfer it from person to person. The codification of knowledge is called explicit knowledge which is focused on how to transfer it from person to person. The codification of knowledge is called explicit knowledge which can be easily transferred and personalization is called the tacit knowledge which is not easily transferable. The given below model explains the whole cycle or process of organizational change by applying Kurt Lewin's three-step model.



Organizational Change Process Showing Different Stages

#### Leadership and Lewin's Model "Change Process"

Leadership has been defined by Northouse (2004) as "a process by which an individual influences a group of individuals to achieve common goals." The study of Cummings and Worley (2003) has presented five activities of key leadership in the change process. The activities are motivating change, creating a vision, developing political support, managing the transition, and sustaining momentum. Motivating change and creating a vision, developing political support, managing the transition, and sustaining momentum. Motivating change and creating a vision show that the unfreezing or current state of the organization is being considered for change, developing political support and managing the transition shows the moving stage of change, and sustaining momentum shows the implementation and refreezing state of the change. In the change process, two factors play an important role, the employee's resistance (Stanley, Meyer, & Topolnysky, 2005) and the openness to change (Wanberg & Banas, 2000). Resistance to change probably affects the change process which will lead to negative outcomes (Bordia, Hunt, Paulsen, Townish, & DiFonzo, 2004) while the openness to change of employees has to be focused on during the change process. Leadership in a changing context can be defined as "the process of diagnosing where the work group is now, and where it needs to be in the future, and formulating a strategy for getting there. Leadership also involves implementing change through developing a base of influence with followers, motivating them to commit to and work hard in pursuit of change goals, and working with them to overcome obstacles to change" (Laura & Stephen, 2002).

Leadership type is vital in the process of organizational change. Transactional leaders are involved in rewards and punishments with workers to encourage the performance of organizations (Bass, 1985) and transformational leaders are charismatic, inspirational, intellectual, and individualized consideration (Bass, 1985). This kind of leadership identifies the stakeholders for the change process. The stakeholders (departmental managers, staff groups, and

top-level executives) can support change and make broadbased support to maximize the risk of success and minimize the risk of resistance in the change process by asking “Who stands to gain or to lose from the change?” and this will build a relationship for creating the useful influence (Cummings & Worley, 2003). The stakeholders use three methods for motivation in a change process, playing it straight, going around the formal system, and using social networks (Greiner & Schein, 1988). The “playing it straight” explains the need for changes by giving information and how these changes can benefit particular stakeholders. The second part “social network” from alliances and coalitions with key decision-makers, powerful individuals, and groups, and with informal and formal contacts for gaining information. The third part “going around the formal system” is probably the least used method involving circumventing organizational procedures and structures.

#### Implementation Phase and “Refreezing” of Lewin’s Model

Kurt Lewin’s model (unfreezing, changing, and refreezing) is widely accepted in psychology for implementing change. The implementation of change involves the current state of an organization has to be changed into a desired state, but this will not occur quickly but simultaneously.

Beckhard and Harris (1987) identified three activities for implementing change. The implementation of change involves the current state of the organization has to be changed into a desired state, but this will not occur quickly but simultaneously. Beckhard and Harris (1987) identified three activities for implementing the change; activity planning, commitment planning, and change management structures. Activity planning makes a road map or path for organizational change, events, and specific activities must have occurred for successful change. The specific activities involve the integrated change tasks, temporal orient and explicitly tie the tasks according to the organization’s change priorities and goals. Commitment planning identifies the persons and groups whose commitment is required or needed for organizational change to formulate and gain their support. The people or groups are political support, the stakeholder’s plans, and their commitment to change in the process of change. The change management structure identifies the ambiguous, direction, and structure for managing the change process. Which includes resources to promote change, the current leadership structure, and change consultants, interpersonal and political skills to initiate the change process (Beckhard & Harris, 1987). The study of Kanter (1983) describes the three stages as information (expertise, technical knowledge, and political support); resources (personnel, materials, and funds), and support (legal issues, backing of support, and endorsement).

### 3.2 STUDIES SUPPORTING EFFECTIVE LEADERSHIP QUALITIES AND STRATEGIES AND ORGANIZATIONAL PERFORMANCE RELATIONSHIP

Leadership style, knowledge management, and organizational effectiveness: Leadership is the use of non-coercive influence to direct and coordinate activities of members of an organization to achieve established goals. The notion of style refers to the ways directors use their power. Leadership style is a fairly repetitive pattern of behaviors that distinguishes a leader from others. The study of leadership styles includes understanding the behaviors and attitudes of managers (Dubrin, 2010).

Bass's theory, introduced in 1985, identifies three styles of leadership in organizations: transactional leadership, transformational leadership, and laissez-faire leadership. In the latter, the leader's presence and role in the organization are intangible, making this the most inactive and the most passive leadership style. In transactional leadership, a leader's ideas get moderated with subordinates and they compromise to reach pre-established objectives. Finally, transformational leadership can increase selfconfidence and motivation in followers leading to further more than expected improvement in an organization's performance (Politis, 2001).

Choosing a competent and skilled leader is the most critical step in the establishment of effective knowledge management in organizations because the leader's role in providing support and funding from higher-level executives is highly required for the implementation of knowledge management (Anantatmula, 2008). Kumar Singh (2008), argues that a leadership style that delegates an appropriate level of power, authority, and responsibility to staff to enable experience gaining and creativity is, the best fit for knowledge management.

Rangneker and Dalpati (2011) probing the role of transformational leadership style and its impact on human capital benefits from a knowledge management perspective, conclude that leaders adopting this style, exert a potential impact on cognition of human capital benefits' influence on their employees. These leaders involve employees effectively in the process of establishing knowledge management and organizational culture and encourage them to perform better communication among themselves. According to Shao et al (2012), all four types of competitive values cultures, have direct relationships with transformational leadership, while knowledge sharing has no indirect one.

Elenkor (2002) in a study conducted on Russian companies concluded that leadership styles may anticipate organizational performance. Bass et al (2003), reveals that transformational and transactional leadership either directly or through a mediator variable such as potency, have a positive and significant relationship with performance; however, laissez-faire style is negatively related through both practices. Yilmaz and Ergun (2008) state that if project managers adopt a management style that tends to increase employee engagement, it will improve business performance and initiate a positive environment in the organization. Referring to a report from Ogbonna and Harris (2000), transformational leadership impacts organizational performance indirectly through a mediation variable of culture.

Lee et al (2010), surveyed 34 teams including 166 members and 30 leaders, and expressed that leaders influence the process of knowledge sharing through establishing the confidence to disclose information, which will ultimately lead to improved team performance.

H9: Leadership style is related to knowledge management.

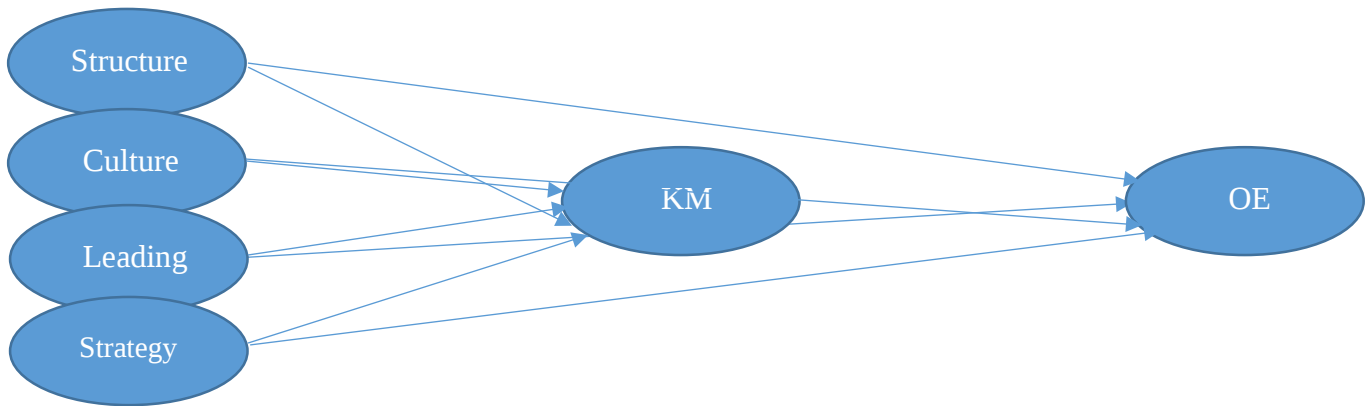
H10: Leadership style impacts organizational effectiveness.

Strategy, knowledge management, and organizational effectiveness: Strategy is an organization's general statement regarding its main objectives which includes the organization's tools and techniques to accomplish objectives (Scholz, 1987). Some refer to strategy as a weapon for achieving predetermined goals. A lucid strategy plays an important role in the success of the organization. Many corporations although have implemented a knowledge management system, still do not gain the desired level of performance. A proper solution to resolve such difficulty lies in maintaining a nexus between knowledge management practices and corporate strategy (Smith et al., 2010).

According to Smith et al (2010), although many companies have implemented Knowledge Management (KM), they mostly do not reach the desired level of performance. One way to resolve such a problem is to establish an effective link between the organization's knowledge management practices and corporate strategy. Slater et al (2010), concluded that there is a positive relationship between performance and strategy and according to Noble and Mokwa (1999); implementing a successful marketing strategy is to improve strategic performance. The relationship between construction strategy, technological orientation, and market orientation has a positive and significant relationship with return on sales (ROS). Yamin et al (1999), report that organizations adopting cost and centralization strategies have a meaningful relationship with all performance factors including financial. Prajogo and Sohal (2006) demonstrated that distinction strategy, innovative performance, and quality performance are positively related; however, there is no significant relationship between cost strategy and quality performance. Tavitiyaman et al (2012), assessed the effect of competitive strategy and organizational performance. Their findings suggest that the company's strategy in human resources exerts a direct effect on financial performance and organizational structure plays a mediating role in the relationship between IT strategies, and human resource strategy with financial performance.

H11: Strategy is significantly related to knowledge management.

H12: Strategy is significantly related to organizational effectiveness.



### Summary

The overall objective of this study/research was to investigate the organizational effectiveness and parameters that have impacts on it. Effectiveness has been a crucial theme in organizational theories as organizations evaluate their performance by monitoring their organizational effectiveness. Today's organizations are constantly faced with complex situations in competitive conditions, where internal and external circumstances keep unceasingly and rapidly changing. Thus, the need for financial and spiritual security and social interactions and communications are more than ever felt in organizations. Making organizational goals and employee visions as well as management perspectives and strategies fit to adapt to the ever-altering and multi-faceted needs of stakeholders are most duties assigned to executive managers. Although, quite difficult, but is essential to the success of the organization.

As Choo and Neto (2010) argued, the success of knowledge management depends on providing appropriate infrastructures and circumstances under which knowledge creation and sharing can be effective. Poor understanding and managing of factors affecting organizational effectiveness not only makes the enterprise's effort futile but also brings about other negative consequences including undesirable organizational culture, reduced collaboration spirit among staff, improper implementation of organizational strategies, and knowledge deployment at different organizational levels.

When an organization acts successfully consistently, a proper organization is to be established through repeating effective business practices, but when it fails to meet the expectations of stakeholders with whom to engage, changing the culture becomes crucial which is complex and time-consuming. According to Peter and Waterman (1982), excellent organizations own strong cultures, because a strong culture leads to increased employee participation and consensus on strategic matters as well as organizational commitment, which later provide aligned perspectives between organizational and individual objectives. This is considered an important factor in improving efficiency and productivity. A healthy culture provides an open, confident, creative, collaborative, practical, scientific, rational, logical, and free-standing environment, potentially effective in making individual and organizational abilities useful (Shahboghshalian, 2005). A strong organizational structure can significantly affect employees' commitment, increase the rigidity of their behavior, and be a successor to official regulations. Furthermore, a strong culture

makes individuals feel better about what they do, which finally leads to better performance and higher efficiency. Increased effectiveness might also result in improved living standards and enhanced wellbeing. In addition to culture, other variables including strategy, structure, and leadership play substantial roles concerning effectiveness. When organizational strategies are aligned with long-term corporate goals, efficient use of resources and achieving the desired status and effectiveness are more conceivable.

Moreover, the communication between members through organizational structure greatly impacts effectiveness. Also, in a few studies, the relationship between variables of this research and control variables has been investigated. For instance, Kark et al (2012), conclude that leadership styles are significantly related to gender, as while the masculine style is more powerful and decisive, the feminine leadership style is more participative and democratic. Also, there are significant positive correlations between both masculine and feminine factors and transformational leadership. This demonstrates that an effective leader must be compromised from a balance between masculine and feminine characteristics.

### 3.3 CONCLUSIONS OF THE CHAPTER

Many theories have been given by different researchers, like the action research model (French, 1969); the positive model by Cameron, Dutton, and Quinn (2003), and Lewin's change model (Lewin, 1847). Lewin's change model was used in this research/study for an organizational change process. As Burnes (2004) identified organizational change is a feature of organizational life at strategic and operational levels, so there is no doubt about the importance of change in an organization, and it is to be executed because the organization needs change. This study by Podsakoff, Mackenzie, and Bommer (1996) explores the active role of leadership style in organizational outcomes, employee satisfaction, and performance.

In every step of the study; the leadership plays the role of a change agent in Kurt Lewin's model to unfreeze the organization. The transformational leadership style affects the organizational change process. In this type of leadership style, the leader coordinates with employees, shares their knowledge, and gives opportunities to make decisions at the organizational level.

#### Theoretical Implications

The findings of this research/study show that the leadership style and employees' involvement in change are encouraging steps for the change process of the organization. However, the effect of Kurt Lewin's model is indirect through separate phases in the process. The transformational leadership style has been studied as the most important factor for the change process in prior studies (Gong, Huang, & Farh, 2009). This properly associates the positive impact of leadership style in terms of employee involvement in change, motivating employees for change, share the knowledge at individual and organizational levels to make the loop of the change process. At each phase of the process model, the leaders and employees are considered to be one unit, and each phase will be shifted to the next step of the Kurt model.

#### Managerial Implications

Different organizations use different organizational change models to stay in competition in the market. Like the positive model, action research model, Lewin's model, Kanter, Stein, and Jick (1992), Kotter's model (1996), and Luecke model (2003) for organizational change. All of these studies showed that leadership is the key factor in the change process. The study indicates the dominant role of leadership, employee involvement, and sharing knowledge in the change process of Lewin's model. The study recommends that organizations elevate the awareness of change and phases for organizations. As we see knowledge sharing is an important catalyst for the unfreezing stage and moving stage of the process. At the same time, employee involvement is the main factor in shifting of organization from one phase to another, so all these factors are interrelated for the current change process.

#### Social Implications

This study has significant social implications. The key factors that can encourage change in an organization with the swap of rewards and recognitions bring significant social implications for enhancing the organizational change process. This study has examined:

1. The dominant role of leadership and employee involvement in the change process necessary for bringing effective change in management,
2. The study explored a significant connection of knowledge sharing in the change process with employees and leaders in implementing the change process,
3. The management should focus on the leadership style in the change process, and finally
4. The review shows a framework of links among leadership to employees' involvement, and sharing knowledge and provides insight to practitioners on how leaders' behavior relates to involvement and sharing knowledge in Lewin's change model context.

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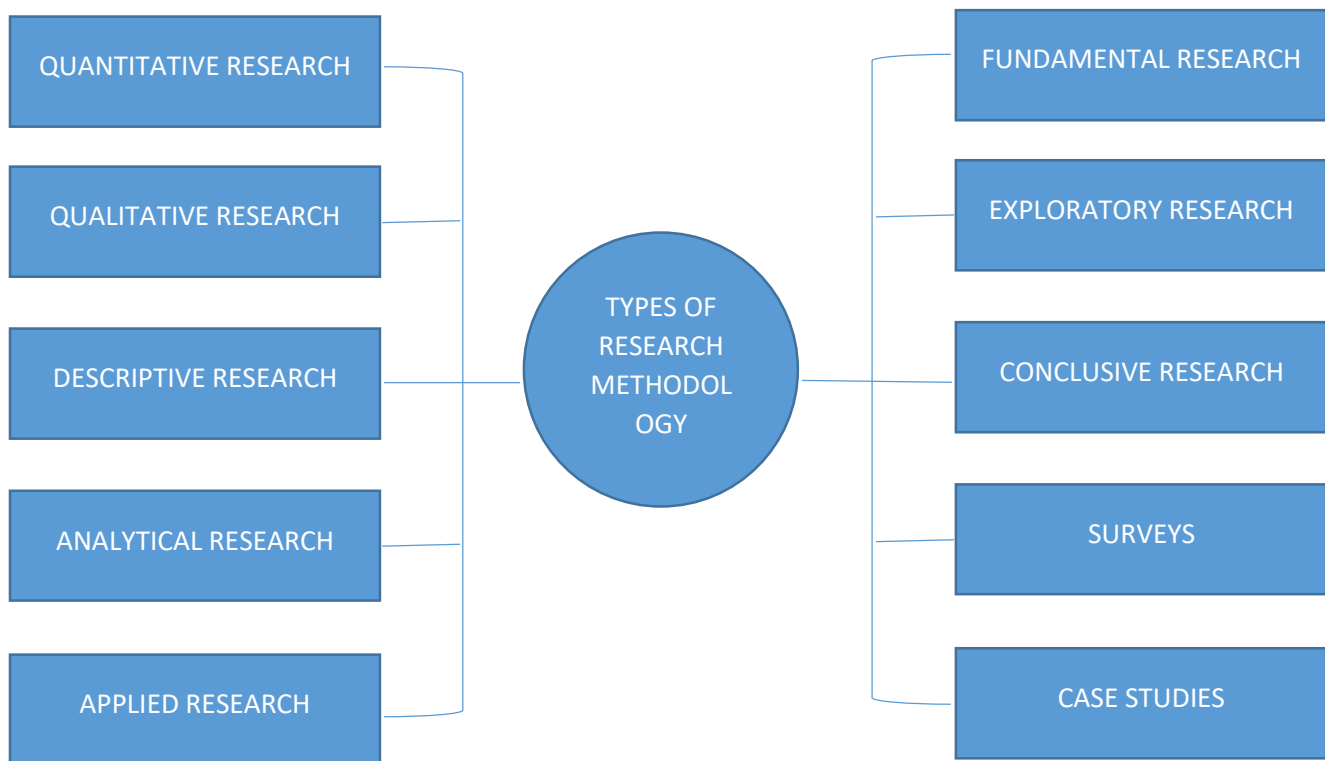
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## CHAPTER 4

### 4. RESEARCH METHODOLOGY

A research methodology describes the techniques and procedures used to identify and analyze information regarding a specific research topic. It is a process by which researchers design their study to achieve their objectives using the selected research instruments (28 August 2023).

#### Types of Research Methodology

In its common sense, methodology is the study of research methods. However, the term can also refer to the methods themselves or to the philosophical discussion of associated background assumptions (Wikipedia).

Research methodology is a way to systematically solve a research problem. It may be understood as the science of studying how research is done scientifically. In it, we study the various steps a researcher generally adopts in studying his research problem and the logic behind them.

Some common types of research methodology include quantitative research, qualitative research methodology, mixed method research, experimental research, and case study research (15 December 2023).

Research is a dynamic process organized into four stages: Exploring, Investigating, Processing, and Creating. As you work through a research project, you may move back and forth between these stages as your understanding evolves. Here are the five steps of the methodology

- Define a question to investigate. As scientists conduct research, they make observations and collect data.
- Make predictions. Based on their research and observations, scientists will often come up with a hypothesis.
- Gather data.
- Analyze the data. □ Conclude.

#### How to Write a Research Methodology

1. How to write a research methodology.
2. Why is a method section important?
3. Step 1: Explain your methodological approach.
4. Step 2: Describe your data collection methods.
5. Step 3: Describe your analysis method.
6. Step 4: Evaluate and justify the methodological choice you made.
7. Tips for writing a strong methodology chapter.
8. Other interesting articles.
9. Frequently asked questions (FAQs) about methodology (25 August 2022).

The 4P's of research methodology are listed below:

1. Purpose
2. Population
3. Procedure, and
4. Publication

These are the four P's of the marketing research mix (19 December 2021).

The two major classes of research are:

- Qualitative Research - Subjective, seeks a human's experience as a narrative.
- Quantitative Research – Objective, seeks to statistically make inferences about a sample to generalize to the larger population.

## Deductive and Inductive Approaches

### **Deductive Approach**

A social phenomenon is observed



A theory is developed to explain why it occurred

Reasons why it occurs and trends in the data are examined



The theory is tested through research and theory is either accepted, rejected, or revised

### **Inductive Approach**

A social phenomenon is observed



Data is collected on the possible



A theory is developed from this data to explain the social phenomenon

What are the 4 principles of research methodology?

Answer and Explanation: The four basic principles of research are classified as; autonomy, beneficence, non-maleficence, and justice. The research principles of autonomy determine the right to agree or disagree to take part in the research, and healthcare methods need to be decided by the patient.

This research brief is one in a series of briefs and annotated bibliographies on key aspects of conceptualizing, developing, and assessing the “4Cs” of research which are:

- Creativity
- Critical thinking
- Collaboration, and
- Communication

The importance of research title, purpose statement, problem statement, and research questions in dissertation, capstone, thesis, and other research studies. Researchers should learn how to synthesize those pillars of research (19 February 2024).

This tool consists of four basic questions namely “Who?”, “What?”, “Where?”, and “Why?” These are the four W’s of research study. By asking these questions, you can identify the underlying problem and define the challenge that needs to be tackled.

Research methodology may vary in form from one project to another, but should always incorporate the following four elements:

- Measurement objectives
- Data collection processes
- Recommended survey

- Reporting plan

There are four levels of research referred to as “Levels of Evidence” by LoBiondo–Wood & Haber (2022). They are listed below as follows:

|       |                  |
|-------|------------------|
| Level | Research Designs |
|-------|------------------|

- |                                                                              |                                         |
|------------------------------------------------------------------------------|-----------------------------------------|
| 1. Systematic review or meta-analysis of RCTs<br>(randomized control trials) |                                         |
| 2. Randomized control trials                                                 |                                         |
| 3. Quasi-experimental studies                                                | 4 Non-experimental studies (July 2024). |

Polit and Beck (2004) describe 5 phases of the research process as thus:

- In the conceptual phase,
- In the design and planning phase,
- In the empirical phase, □ The analytic phase, and
- The dissemination phase.

There are many types of research frameworks, but we will focus on four common ones: deductive, inductive, abductive, and mixed. Each of these frameworks has a different logic, purpose, and approach to research (7 March 2023).

#### Research Methodology versus Research Method

Research methodology is a systematic and theoretical approach to collect and evaluate data throughout the research process. Research method on the other hand consists of all techniques, strategies, and tools employed by a researcher to complete the experiment and find a solution to a research problem (1<sup>st</sup> July 2021).

The main components of the research methodology are as follows (9 April 2024):

- Design
- Sampling
- Collection procedures
- Tools
- Analysis
- Ethical considerations

Research is a fundamental element of any flourishing enterprise, and constructing an adequately defined standard operating procedure (SOP) can guarantee that your research initiatives are organized and productive. This defines the SOP in research.

The purpose of this study, the researcher will use the quantitative research methodology and qualitative research methodology (Mixed-method Research).

Sample quantitative survey/questionnaire instructions: The purpose of this survey/questionnaire is to determine how you feel about the role of leadership in organizational change and leadership.

Strategies for implementing organizational performance and style. For each statement given, indicate the strength of your agreement or disagreement by circling the number or ticking the box on the five-point Likert-type scale that aligns with your views on each item. You are to circle only one response for each statement given using the following answer guide:

1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree or Disagree, 4 = Agree, and 5 = Strongly Agree.

We also have a section for ticking a box for either true or false statements as shown below:

True ☐ or False ☐

Sample quantitative survey/questionnaire:

Leadership qualities should be applied to effect a positive change in the International Business practice.

1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree or Disagree, 4 = Agree, 5 = Strongly Agree

AND

True ☐ or False ☐

Sample instructions for qualitative survey questionnaire: The purpose of this survey/questionnaire is to understand your experiences in the role of leadership in organizational change and implementation. Please, read each question and describe your experiences in your own words in the space provided. It could also be used for interviews. As the case may be, a one-on-one (1:1) interview with an organization(s) top management staff such as the chairman, board of directors, Managing Directors, Managers, or Head of Departments (HODs) as the case may be.

Sample qualitative questionnaire item:

In your experience, how has the role of leadership influenced workers' or subordinates' engagement or performance within the organization?

Conclusion

At the end of the survey/questionnaire, I will be thankful and grateful to my study participants for their time and willingness to complete the survey/questionnaire.

Next steps: There are other research activities that participants are expected to complete, such as the interview questionnaire. This will be done before ending data collection. This may appear at the end of the survey or questionnaire. For example, if I am planning to have some individuals participate in a focus group, I will let them know what, where, why, who, and how it will occur. It is recommended that all participants include the contact information of the researcher if the participants are expected to be involved in other research activities. Interview Protocols

- Introduction: I will introduce myself as the researcher to the interviewee(s) by telling them my name (Ebenezer Akinniyi), the course being studied (PhD in Business Administration with specialization in Global Business Management), and the university of study (North

Central University now National University, Arizona, USA). The time frame of the interview will also be communicated and if the interview will be recorded and notes taken, they'll have to know as well to give the confidence and morale that the pieces of information given are secured.

- Consent: I will review the consent letter with the interviewee(s) before we begin the interview. And ask if they agree to participate or not.

(Do you agree to participate in this study?)

Participant: Yes\_\_\_\_\_ or No\_\_\_\_\_

- Lead into the interview: As the interviewer/researcher, I will let my interviewee(s) know that the interview will be on a one-on-one basis (1:1). And also let them know the time duration of the interview which will be between 30 minutes to an hour. The information gathered will be confidential and their answers will not be shared with anyone. Their perspectives and experiences are important to understanding the purpose of the study which is to analyze how effective leadership can contribute to facilitating change in the International Business context.

If they have any question(s) before we start the interview, I need to know.

The interview will begin with questions that will put the participant(s) at ease before moving on to the more complex or sensitive questions.

- Conclusion: I will thank the participant(s) for the time spent together and for their perspectives/experiences shared in the study/research which is focused on the role of leaders in an organization or entity.

## 4.1 RESEARCH METHODS AND DESIGNS

### Overview:

This chapter uses an emphasis on research design to discuss qualitative, quantitative, and mixed methods research as three major approaches to research in the social sciences or management sciences. The first major section considers the role of research methods in each of these approaches. This discussion then provides a basis for comparing qualitative and quantitative research as the two traditional alternatives in research. The third section examines the specific strengths of various qualitative and quantitative methods and illustrates how these strengths can be used in mixed methods research as a newer and thus less fully developed approach to doing management science research.

In social science or management science, one of the most basic choices you are likely to face is between using qualitative methods and quantitative methods, or some combination of the two. But is this just a question about methods, or does some larger distinction among qualitative research, quantitative research, and mixed methods research need to be made?

In large part, the answer depends on what the difference is between “qualitative” and “quantitative” approaches to research.

### Integrating Qualitative and Quantitative Methods

Although the use of words versus numbers as data may seem like an obvious way to distinguish whether a piece of research is qualitative or quantitative, there is a broad consensus that this is not an effective way to make the distinction (e.g., Hammersley, 1992). In particular, you can use content analysis to convert the texts produced by qualitative methods into numbers for quantitative analysis (Neuendorf, 2002; Weber, 1990); alternatively, you can also convert quantitative data into cases for qualitative analysis (e.g., Onwuegbuzie, Slate, Leech, & Collins, 2007, 2009; Thoits, 1995).

Further, although this book concentrates on studies that collect both qualitative and quantitative data, some authors define mixed methods research as including also a single data set that is either collected qualitatively and analyzed quantitatively or vice versa (e.g., Teddlie & Tashakkori, 2009, 2010). Thus, there are issues concerning not only the type of data you collect but also how you analyze the data.

Once you recognize that different kinds of research involve more than the format of the data, it is a short step to realizing that the terms qualitative and quantitative involve more than the kinds of methods you use. Although it is common to speak of participant observation and openended interviewing as “qualitative methods” and survey interviewing and experimental interventions as “quantitative methods”, the real distinction is in the way that these methods are used. As Lincoln and Guba (1985) noted, methods are not intrinsically associated with one kind of research or another, so the key concern is not which methods are used to generate data but how they are used and for what purposes.

Rather than thinking of methods or the key features that distinguish different research approaches, it is more helpful to think of methods as tools that provide a set of strengths that you can use to accomplish a range of goals. In other words, there is more to doing “qualitative research” than merely using qualitative methods, and the same is true for the link between “quantitative research” and quantitative methods. Consequently, the remainder of this chapter will use the capitalized terms Qualitative Research and Quantitative Research to avoid confusion with the specific methods that are associated with them; likewise, the term Mixed Methods Research will be capitalized going forward in this chapter. (For similar arguments on the limited role that methods play in defining the difference between Qualitative and Quantitative Research, see Hammersley, 1992; Smith & Heshusius, 1986).

Thus, to think about the differences between Qualitative and Quantitative Research, as well as where Mixed Methods Research fits into this picture, you need to consider both the mere theory-driven set of procedures associated with the level of “research”, as well as the more technical set of procedures associated with “methods”. The next section will examine how decisions about research design link your purposes to the broader, more theoretical aspects of procedures for conducting Qualitative, Quantitative, and Mixed Methods Research, while the following section will examine decisions about research methods as a narrower, more technical aspect of procedures.

### Comparing Qualitative and Quantitative Research

This section begins with a systematic comparison of qualitative and quantitative research, withholding the comparison to mixed methods research until the end of the section. One reason for starting with these two long-standing approaches to social science research is that understanding their separate strengths is crucial for understanding the mixed methods approaches of combining both strengths. Another reason for beginning with qualitative and quantitative research is that this comparison is such a well-known topic in textbooks on research methods. In contrast, there is currently less consensus about the various purposes and procedures involved in combining qualitative and quantitative research.

By tradition, introductory textbooks on management science research compare qualitative and quantitative research through side-by-side comparisons of some key features in these two approaches (see Reichardt & Cook, 1979, for an early and influential version of such a comparison). The table below compares these two forms of research according to three basic distinctions: Qualitative Research is typically inductive, subjective, and contextual, while Quantitative Research is typically deductive, objective, and general. Although, most other efforts to compare qualitative and quantitative research contain several more dimensions than the three shown here, those lists often contain a mixture of both broad research purposes and specific research procedures. In contrast, the table below brings together both purposes and procedures in a more compact list of essential features.

### Induction and Deduction

The distinction between induction and deduction is a fundamental difference between qualitative and quantitative research. In particular, the inductive purposes associated with qualitative research typically start with observations, which you then use to create theory or generate hypotheses. This inductive process of beginning with observations leads to goals such as discovery and exploration.

### Integrating Qualitative and Quantitative Methods

Table: Comparing Qualitative and Quantitative Research

| Qualitative Research                                                                                                                                                                                                                                                                                                                                                             | Quantitative Research                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;">Induction</p> <p>Purposes</p> <ul style="list-style-type: none"> <li>Generates theory from observations</li> <li>Oriented to discovery, and exploration.</li> </ul> <p>Procedures</p> <ul style="list-style-type: none"> <li>Emergent design</li> <li>Merges data collection and analysis.</li> </ul>                                             | <p style="text-align: center;">Deduction</p> <p>Purposes</p> <ul style="list-style-type: none"> <li>Tests theory through observations</li> <li>Oriented to cause effect.</li> </ul> <p>Procedures</p> <ul style="list-style-type: none"> <li>Predetermined design</li> <li>Separates data collection and analysis.</li> </ul>                                        |
| <p style="text-align: center;">Subjectivity</p> <p>Purposes</p> <ul style="list-style-type: none"> <li>Emphasizes meanings, interpretation</li> <li>Tries to understand others' perspectives.</li> </ul> <p>Procedures</p> <ul style="list-style-type: none"> <li>The researcher is involved, close to the data</li> <li>The Researcher is the “research instrument”.</li> </ul> | <p style="text-align: center;">Objectivity</p> <p>Purposes</p> <ul style="list-style-type: none"> <li>Emphasizes things that can be measured</li> <li>Results do not depend on beliefs.</li> </ul> <p>Procedures</p> <ul style="list-style-type: none"> <li>The researcher is detached, distinct from the data</li> <li>Relies on standardized protocols.</li> </ul> |
| <p style="text-align: center;">Context</p> <p>Purposes</p> <ul style="list-style-type: none"> <li>Emphasizes specific depth and details</li> <li>Analyzes holistic systems.</li> </ul> <p>Procedures</p> <ul style="list-style-type: none"> <li>Uses a naturalistic approach</li> <li>Relies on a few purposively chosen cases.</li> </ul>                                       | <p style="text-align: center;">Generality</p> <p>Purposes</p> <ul style="list-style-type: none"> <li>Emphasizes generalization and replication</li> <li>Analyzes variables. Procedures</li> <li>Uses experimental and statistical controls</li> <li>Works across a larger number of cases.</li> </ul>                                                                |

In contrast, the deductive purposes in quantitative research typically begin with theories and hypotheses, which you evaluate through observations. This deductive process of moving from theory to observations is also associated with goals such as linking causes to effects.

This distinction between inductive and deductive purposes also has a procedural dimension. Inductive purposes aimed at theory generation and discovery correspond to an “emergent” approach to research design. In particular, the ongoing, open-ended observations that are the hallmark of induction can lead to shifts in both data collection and analysis strategies. For example, your decisions about what to do next in a qualitative study often emerge from your earlier observations and interviews. This approach calls for a flexible merger of data collection and analysis since it is impossible to know when your observations will become analytic insights. The procedures associated with deduction are, necessarily, quite different. In particular, theory testing requires you to rely on predetermined designs that first collect and then analyze data. For example, only severe problems would justify the alteration of either a survey questionnaire or an experimental intervention once the data collection was underway.

Thus, the emphasis on induction in qualitative research is related to theory creation and discovery through flexible, emergent research designs. In comparison, the emphasis on deduction in quantitative research is related to theory testing through explicit, predetermined research designs.

### The Strengths of Qualitative and Quantitative Methods

Because mixed methods research combines the strengths of qualitative and quantitative methods, one must know what it means to say that a method is either qualitative or quantitative. Participant observation and open-ended interviewing are the common forms of qualitative methods, and what makes the “qualitative” is a set of strengths that are well suited to the purposes associated with qualitative research. In terms of the previous section, this amounts to saying that when your research goals emphasize the inductive-subjective-contextual purposes associated with qualitative research, then methods such as participant observation and openended interviewing are likely to provide the strengths you require. Equivalently, if your purposes emphasize the deductive-objective-generalized purpose associated with qualitative research, then you are likely to find the strengths you need in quantitative methods such as survey interviewing and experimental interventions.

|                                                        |
|--------------------------------------------------------|
| BOX: Strengths of Qualitative and Quantitative Methods |
|                                                        |

## Qualitative Methods

### Participant Observation

- Start with observation as a basis for generating theory (Induction).
- Concentrates on the meaning of observations (Subjectivity).
- Studies events as they occur in naturalistic settings (Context).

### Qualitative Interviewing

- Allows interview topics to emerge during a conversation (Induction).
- Listens to others' interpretations and perspectives (Subjectivity).
- Can collect depth and detail on a range of factors related to a topic (Context).

## Quantitative Methods

### Survey Interviewing

- Can test hypothesis across a wide variety of variables (Deduction).
- Uses standardized procedures for questions and answers (Objectivity).
- Can apply results to a wider range of people or settings (Generality).

### Experimental Interventions

- Creates preplanned changes and test outcomes (Deduction).
- Relies on procedures that can be reproduced by other researchers (Objectivity).
- Concentrates on key variables by “controlling” other factors (Generality).

The box above shows each of these methods has strengths that correspond to the broader purposes and procedures associated with either qualitative research or quantitative research. This does not, however, imply that any use of qualitative (or quantitative) methods means you are automatically doing qualitative (or quantitative) research. Recall, in this regard, the argument from the beginning of this chapter that what matters most is not what method you use but how you use them and why you use them that way (i.e., your purposes and procedures). For the qualitative methods mentioned above, participants' observation and open-ended interviews, this section examines how the strengths of those methods match the inductive-subjective-contextual purposes and procedures that characterize qualitative research.

Similarly, the strengths of survey interviews and experimental interventions are examined in terms of their match to the deductive-objective-generalized purposes and procedures in quantitative research.

In addition, the strengths of each method will be considered in terms of their potential role in mixed-method research. Conclusions

1. Every successful research project requires two things: a meaningful research question, and an appropriate way to answer that question.

All the other choices that you make during your research flow from your initial choice of a research question. In particular, you need to decide if you will use qualitative, quantitative, or mixed methods research. Each of these approaches offers different ways to make decisions about both the broad purposes that guide your research and the specific procedures you use. These choices are easier within both qualitative and quantitative research because these well-established traditions offer consensual understandings about the types of questions they ask and the types of methods they use to answer those questions. In contrast, mixed methods research is still working on these issues. The differences between mixed methods research and the two more traditional approaches are even greater concerning how they use the different strengths of different methods. In particular, mixed method research sees the strengths of methods as distinct from the routine ways that those methods are used within either qualitative or quantitative research. Hence, the best way to answer your research question may be to use one strength from what is typically considered a qualitative method and a different strength from a quantitative method.

From a pragmatic perspective, it is important to reemphasize the earlier point that it is not qualitative and quantitative methods that define the difference between qualitative and quantitative research, instead, it is the way those methods are used. Concentrating on how methods are used means that they are best understood as tools with different strengths, but these strengths need to be defined according to the research questions they address. In particular, any given mixed methods research project needs to consider the strengths of qualitative and quantitative methods within the context of a specific research question. The pragmatic link between beliefs and consequences thus means that, without the tools to put beliefs about purposes and procedures into action, those beliefs become detached from the practice of research.

2. Deciding how to do your research depends on a clear understanding of why you are doing the research.

Qualitative research and Quantitative research represent well-understood options for linking an understanding of why you want to do your research and decisions about how to do your research. Qualitative research emphasizes connecting purposes and procedures that are inductive, subjective, and contextual, while quantitative research equivalently matches purposes and procedures that are deductive, objective, and generalized. Consequently, these two approaches after well well-established guidelines for reasoning back and forth among your research questions, your research design, and your research methods. This consensus about both research purposes and procedures provides a framework in which well-developed justifications for research designs connect the strengths of specific methods to those broader purposes and procedures. In contrast, mixed methods research is still developing this kind of consensus about both research purposes and the justifications that link those purposes to research designs. Once again, this study/research places responsibility on research design as the process for connecting specific research procedures ("how to") with broad research purposes ("why to"). In particular, the next chapter will present three broad sets of purposes for continuing qualitative and quantitative methods.

Pragmatism's emphasis on the linkage between beliefs and their consequences corresponds to the connection between the broader purposes in each research tradition and the conduct of

research in those traditions. In particular, research designs connect beliefs about meaningful research questions (“why to”) with appropriate methods for answering those questions (“how to”). From a pragmatic point of view, this need to connect purposes and procedures with research is equally important in qualitative, quantitative, and mixed methods of research. The difference between mixed methods research and the other approaches is the higher degree of consensus about how to connect purposes and procedures in qualitative and quantitative research, as opposed to the relatively low degree of consensus about such connections within mixed methods research.

3. Choosing research methods that can accomplish your research goals requires knowing both what your options are and how to evaluate those options.

Qualitative methods, quantitative methods, and mixed methods represent three different sources of techniques for answering research questions. In some cases, the choice may be straight forward. This is certainly the case when you choose qualitative research as a way to match purposes and procedures that are inductive, subjective, and contextual with methods such as participant observation and open ended interviewing. Similarly, deductive, objective, and generalized purposes are well matched to quantitative methods such as experimental interventions and survey interviewing. In contrast, mixed methods research requires a conscious decision about which strengths you need from specific qualitative and quantitative methods. Even then, it is one thing to describe the combination of qualitative and quantitative methods that you want to use and quite another to specify a strategy for integrating the different results that those methods produce.

Because pragmatism emphasizes the different consequences that can arise from making different decisions, it corresponds naturally to making choices about how to do your research. For developing field like mixed methods research, this translates into the need to develop the kinds of consensual beliefs about purposes and procedures that will provide solid guidance for choices among different research methods. According to pragmatism, such guidance is crucial because it provides you with ways to trace the connections between your beliefs and the likely consequences of doing your research one way rather than another. The outcomes of research will depend on your decisions about which methods to use as well as your more detailed decisions about how to use these methods and integrate their results. Consequently, the bulk of this book will concentrate on presenting a series of practical research designs that demonstrate both a range of options and a set of rationales for using your research goals to choose among these options.

## Summary

It is important to distinguish between the larger purposes served by qualitative and quantitative research and the specific methods that are used to collect and analyze either qualitative or quantitative data. There are three basic ways to compare qualitative and quantitative research. First induction and deduction compare the way that qualitative approaches work from observations up to theories (induction) with the way that quantitative approaches work from theories down to observations (deduction). Second, subjectivity and

objectivity compare qualitative research, which emphasizes getting close to research participants to understand meaning (subjectivity), to quantitative research. Which tries to minimize the impact of researchers as they attempt to understand things through measurement (objectivity).

Finally, context and generality compare qualitative approaches that concentrate on research results into a broader realm (generality). Qualitative and quantitative methods are designed to meet these objectives: Qualitative methods produce data by emphasizing induction, subjectivity, and context, while quantitative methods produce data using deduction, objectivity and generality. For mixed methods research, however, these three dimensions represent different strengths that can be met by qualitative and quantitative methods. Hence, a mixed method project might combine a qualitative method that is used primarily for induction and quantitative method that is used primarily for deduction, and so on.

## 4.2 RESEARCH ALIGNMENTS

Alignment refers to the congruency and consistency among all components of the study, from the topic to the research methodology and everything in between – research objectives, research questions, hypotheses (if appropriate), research method, and research design.

### Alignment of Problem, Purpose, and Questions

In a project designed to address a local problem as is the case in the applied doctoral experience, alignment of problem, purpose, and questions is key to having a successful project outcome. To help check alignment, some students find the following activity to be helpful.

Instructions for completing the activity:

1. Copy each segment of your specific problem statement into a cell in the first column, 2. Then copy the corresponding segment of your purpose statement into the second column,
3. Finally, copy the related questions into the third column.
4. Read across to note any discrepancies.

Activity example:

| Problem                                                                                                                                         | Purpose                                                                                                             | Questions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Employers report that newly hired graduates of the XYZ training program are not demonstrating the highest level of effective leadership skills. | To evaluate the effective leadership skills components that are currently incorporated in the XYZ training program. | Q1: There are Effective Leadership skills components included in the curriculum that is currently offered in the XYZ training program.<br>Q2: Practitioners and authors indicate preferred practices for \Effective Leadership skills components to be included in training program curricula.<br>Q3: Alumni of the XYZ training program have perceptions regarding their level of Effective Leadership skills when employed.<br>Q4: Employers of graduates of the XYZ training program have perceptions regarding the Effective |

|  |  |                                                                                                                                                                                                            |
|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | Leadership skills required of newly hired XYZ training program graduates. Q5: The Effective Leadership skills components of the XYZ training program align with preferred practices identified by experts. |
|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### Overarching Alignment of Doctoral Project/Dissertation-in-Practice

| Components        | Section 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Section 2                                                                                                                                                                    | Section 3                                                                                                                                                                                                                                                                                           |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Problem Statement | <p>The problem statement is the foundation of your entire dissertation. The problem should be something scholars agree on that needs to and can be addressed.</p> <p>A gap in the literature may help discern the problem, but a gap in and of itself is not a problem.</p> <p>Evidence should be supported by recent (last three years) literature.</p> <p>The problem statement generates key topics that can be included in the literature review that describe and provide</p> | <p>The problem statement dictates the Research Methodology and design. Ask yourself if the methods chosen will get answers to the questions to help address the problem.</p> | <p>The problem statement should remain the foundation of the study and all results/Findings should demonstrate aspects of the problem and potential solutions.</p> <p>The Evaluation of the outcomes Implications and Recommendations for Future Research should address the problem statement.</p> |

|  |                                               |  |  |
|--|-----------------------------------------------|--|--|
|  | evidencebased<br>support for                  |  |  |
|  | the importance of<br>studying the<br>problem. |  |  |

|                                  |                                                                                                                                                                                            |                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                       |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose Statement                | The purpose statement should explicitly state the purpose of the study. “The purpose of this (type) study is to...” The purpose should investigate a potential way to address the problem. | The purpose statement aligns with the problem statement and prompts the Research Methodology and Design. Ask yourself if the methodology and design chosen will get answers to the research questions to help address the problem. | The purpose statement should directly connect to the Study/Results/Findings. The Evaluation of the Outcomes section will consistently address the purpose of the statement of the research study.                                                                                                     |
| Research Questions               | The research questions must directly align with the problem and purpose statements. Ask yourself if the answers to the research questions will help address the problem and purpose.       | The research questions guide your choices for Research Methodology and Design.                                                                                                                                                     | The research questions provide the structure for section 3 Results/Findings and Evaluation of Outcomes sections. Each research question is a subheading in the section, under which the data collected are presented. The Evaluation of the Outcomes provides the answers to your research questions. |
| Conceptual/Theoretical Framework | In Section 1, include an overview of the framework(s) you have chosen to support your research. Continue with a thorough review of the Literature about your chosen framework(s)           | The framework(s) provide integral support for how you collect data. The framework(s) inform your data collection instruments.                                                                                                      | When you analyze the data the framework(s) inform your analysis strategies. Your Evaluations of the outcomes, Implications and Recommendations for Practice, and Conclusions should demonstrate. How the framework(s) addressed and                                                                   |

|  |                                                                                                                                                             |  |                                                          |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------------------------------------------------|
|  | including related research topics. Include a rationale for the selection. Ensure you demonstrate how the framework(s) align with your problem and purposes. |  | supported a potential solution to your research problem. |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------------------------------------------------|

### Alignment of the Quantitative Research Components

For information: Please visit the NU ASC website and view the resources on constructing a problem statement.

The problem of your study can be determined by gaps in the literature; HOWEVER, a gap in the literature is not the problem. A problem is a clear and distinct problem that can be empirically verified and has a consequence.

NOTE: A problem statement does not suggest any action to be taken nor does it ask a question.

Example: “My car has a flat tyre, so I cannot go to work and my livelihood is affected.” (This is a statement of fact and can be verified). As soon as an action is noted, it becomes a purpose statement – “I need to investigate why I have a flat tyre.”

If you ask a question, it is no longer a problem statement either – “How does my flat tyre affect my livelihood?”

Your general and specific problem statements should have at least two or three current (within three years) citations.

An example problem statement format is provided below. Please use the information and templates below to construct each component based on the quantitative research design selected earlier.

### The Quantitative General and Specific Problem

Constructing the General problem and specific problem statements using the Funnel Approach.

The premise is that the “funnel” approach to constructing the problem statement funnels from a general problem to a specific one.

The general problem statement, using the funnel approach to write a problem statement, the first component developed is the general problem. The general problem represents a situation that exists that can be directly attributed to a specific problem that is the focus of the doctoral project or dissertation-in-practice.

### Exercise #1

Based on the type of problem addressed by the doctoral project or dissertation-in-practice, write the general problem statement below. “The general problem is (describe the situation linked to the negative outcome) (two-three citations).”

#### The Specific Problem Statement

Once again, using the funnel approach to write a problem statement (See Problem Statement webinar on the NU ASC website at <https://www.viddler.com/v/a70ecc81>), the second component developed is the “specific problem.” The specific problem represents an undesirable or negative outcome that can be researched and is directly attributable to the general public.

### Exercise #2

With the type of problem in mind, write the specific problem addressed by the proposed project below.

“The specific problem to be studied is when the (study population/site/program) experience/results in/causes (the general problem), (state the negative outcome) (two to three citations.)”

Following the problem statement is the purpose statement. The purpose should directly align with the problem.

#### The Purpose Statement

The purpose statement describes the aim of the doctoral project or dissertation-in-practice and includes the project design, method, and variables.

Based on the design the purpose statement can be constructed slightly differently.

Examples:

#### Correlational Design Purpose Statement

The purpose of this quantitative correctional Doctoral Project or Applied Dissertation is to examine if there is a relationship between (Variable 1) and (Variable 2).

#### Casual Comparative Design Purpose Statement

The purpose of this quantitative casual-comparative doctoral project or dissertation-inpractice is to examine the difference in (dependent variable) between (group 1) and (group 2).

Note: The groups represent the independent variable. For example, you could be investigating the difference between high school and college students, so the independent variable is education level.

### Exercise #3

Based on the design write the purpose statement for the proposed doctoral project or dissertation-in-practice below.

“The purpose of this quantitative (design) doctoral project or dissertation-in-practice is to examine the roles of leaders (connection) of organizations or entities (variables).”

#### Doctoral Project of Dissertation-in-Practice Research Questions

The type and number of research questions are dependent upon the design and purpose of the doctoral project or dissertation-in-practice.

Examples:

- Casual Comparative Research Questions  
RQ1. What is the difference in (dependent variable) between (group 1), (group 2), (group....n)?  
OR  
RQ1. How are/is (group 1) different from (group 2) in terms of (dependent variable) for (participants) at (research location)?
- Correlational Research Questions  
Q1. What is the relationship of (Variable 1) to (Variable 2) for (Participants) at (Research Location)?

#### Exercise #4

Write the appropriate number research question(s) based on the project design and purpose of the proposed Doctoral Project or Applied Dissertation.

#### Research Question

RQ1. (See examples above to complete)

#### Hypotheses

For each research question, there should be a null and alternative hypothesis.

Examples:

#### Casual Comparative Hypotheses

H10. There is no difference in (dependent variable between (group 1) and (group 2).

H1A. There is a statistically significant difference in (dependent variable between (group 1) and (group 2).

#### Correlational Hypotheses

H10. There is no relationship between (variable 1) and (variable 2).

H1A. There is a relationship between (variable 1) and (variable 2).

#### Exercise #5

Write the appropriate hypotheses for the proposed doctoral project or dissertation-in-practice below.

H10. (See examples above to complete).

H1A. (See examples above to complete).

### Alignment of the Qualitative Research Components

The problem of your study can be determined by gaps in the literature; HOWEVER, a gap in the literature is not the problem. A problem is a clear and distinct problem that can be empirically verified and has a consequence.

Note: A problem statement does not suggest any action to be taken nor does it ask a question.

Example: “My car has a flat tyre, so I cannot go to work and my livelihood is affected.” (This is a statement of fact and can be verified).

As soon as an action is noted, it becomes a purpose statement – I need to investigate why I have a flat tyre.”

If you ask a question, it is no longer a problem statement either – “How does my flat tyre affect my livelihood?”

In qualitative studies, the problem is the phenomenon under study.

### The Qualitative Phenomenon and Specific Problem

#### The General Problem Statement

Using the funnel approach, i.e., moving from a general to a specific problem, to write a problem statement (see problem statement webinar, on the NU ASC website at <https://www.viddler.com/v/a70ecc81>, the first component developed is the “phenomenon,” also known as the general problem. The phenomenon represents a situation that exists that can be directly attributed to a specific problem that is the focus of the proposed Doctoral Project or Applied Dissertation.

#### Exercise #6

Use the script below by replacing the italicized text with the appropriate information to write a one sentence statement representing the specific problem, and include at least two to three current (within three years) citations to support the statement.

“The specific problem is when the (doctoral project or dissertation-in-practice participants) (experience the phenomenon), (negative/undesirable outcome) (two to three current citations).”

Often, it may be more effective to write one overarching problem statement that includes both the general and specific problems.

Following the problem statement is the purpose statement. The purpose should directly align with the problem.

#### The Purpose Statement

The purpose statement describes the aim of the proposed doctoral project or dissertation-inpractice and includes the research methodology and design, phenomenon, and project participants.

#### Exercise #7

Use the script below by replacing the italicized text with the appropriate information to write a one-sentence statement representing the purpose statement.

“The purpose of this qualitative (design) study is to explore (the phenomenon) as perceived by (Doctoral Project or Dissertation in Practice participants).”

### Research Questions

Often, one question is designed to explore the barriers or challenges related to the phenomenon, and the second question asks about how to improve the phenomenon. However, there can be more than two research questions. The questions can be constructed in several different ways; a few examples are shown in RQ1 and RQ2. The questions should always include the phenomenon and doctoral project or dissertation-in-practice participants and ask the “How,” “What,” or “Why,” as related to the phenomenon.

### Exercise #8

Use the script below by replacing the italicized with the appropriate information to write two one-sentence research questions that together explore the phenomenon as it is perceived by the (Doctoral Project or Applied Dissertation participants).

“RQ1. What are the challenges of the (phenomenon) from the perspectives of the (doctoral project or dissertation-in-practice participants)?”

“RQ2. How can the (phenomenon) be improved, as perceived by the (Doctoral Project or Dissertation in Practice participants)?”

## 4.3 RESEARCH DESIGN AND DATA COLLECTION

The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data.

Surveys, interviews, observations, focus groups, and forms are common data collection methods. Sampling involves selecting a representative group from a larger population. Choosing the right sampling method to gather representative and relevant data is crucial.

How you can explain your research design and data collection

### 1. Choose a research approach

The first step is to choose a research approach that suits the research question, objectives, and context. There are three main types of research approaches: quantitative, qualitative, and mixed methods. Quantitative research uses numerical data and statistical analysis to test hypotheses and measure variables. Qualitative research uses textual or visual data and thematic analysis to explore meanings and experiences. Mixed method research combines both quantitative and qualitative data and analysis to address different aspects of a research problem. You should explain why you chose a certain research approach and how it aligns with your research purpose and scope.

### 2. Define your research design

The second step is to define the research design, which is the overall plan or strategy for your research. It describes how you will collect and analyze your data, what types of data you will use, and how you will address ethical and practical issues. There are different types of research designs such as experimental, quasi-experimental, descriptive, correlational, case study, survey, ethnography, action research, and so on. You should explain what type of research design you use and how it helped you answer the research question and achieve its objectives.

### 3. Select your data collection methods

The third step is to select your data collection methods, which are the specific techniques or instruments you used to gather the data. Depending on your research approach and design, one may use primary or secondary data or both. Primary data is the data that is collected by the researcher from participants or sources, such as interviews, surveys, observations, documents, artifacts, etc. Secondary data is the data that someone else has collected and published, such as statistics, reports, articles, books, etc. The researcher should explain what data collection methods you used, how you applied them, and how they fit your research approach and design.

### 4. Describe your data collection process

The fourth step is to describe your data collection process, which is a detailed description of how you implemented your data collection methods. It includes information such as when, where, and how you collected your data, how many participants or sources you involved, how you selected or sampled them, how you obtained their consent and protected their privacy, how you recorded or stored your data, and how you dealt with any challenges or limitations. You should explain how you followed the ethical and quality standards of your discipline and institution, and how you ensured the credibility and trustworthiness of your data.

#### 5. Explain your data analysis methods

The fifth step is to explain your data analysis methods, which are the procedures or techniques you used to process and interpret your data. Depending on your research approach and design, you may use quantitative or qualitative data analysis methods or both. Quantitative data analysis methods use mathematical or statistical tools to summarize, compare, or test your data, such as descriptive statistics, inferential statistics, regression, factor analysis, etc. Qualitative data analysis methods use thematic or conceptual tools to identify, code, or categorize your data, such as content analysis, discourse analysis, narrative analysis, etc. You should explain what data analysis methods you used, how you applied them, and how they helped to answer your research question and achieve your objectives.

#### 6. Report your data analysis results

The sixth step is to report your data analysis results, which is the presentation and discussion of your findings. It includes information such as tables, graphs, charts, figures, quotes, or examples that illustrate your data as well as explanations, interpretations, or arguments that support your claims. You should explain how your results relate to your research question, objectives, literature review, and theoretical framework and how they contribute to the existing knowledge or practice in your field. You should also acknowledge any limitations or implications of your results, and suggest any directions for future research.

#### 7. Here's what else to consider

This is a space to share examples, stories, or insights that don't fit into any of the previous sections. What else would you like to add?

This all has to start with the conscious and careful definition and explanation of your research hypotheses. If you do not start with this, all further steps probably are meaningless.

From setting clear objectives to establishing robust communication channels, each section of the plan is a stepping stone towards having a thorough data collection strategy:

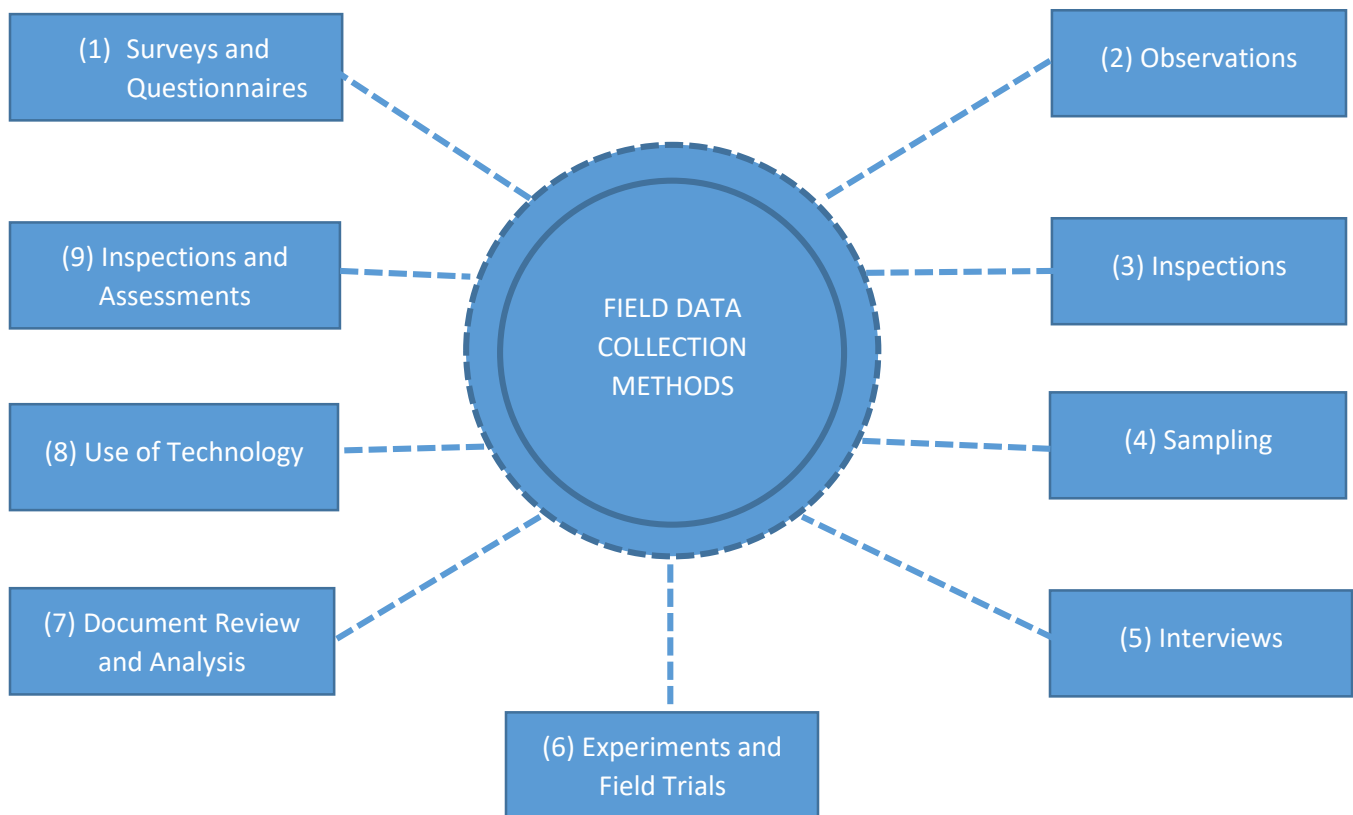
1. **Objectives:** Start with a specific goal for your data collection. Clearly state why this data is crucial and how it will impact your project or decision-making. This step ensures that every part of your plan aligns with your end goal.
2. **Data Typology:** Decide whether you need quantitative (numerical) or qualitative (descriptive) data. Clarify the importance of each data type in the context of your objectives. This clarity helps in selecting the right tools and methods for data collection.

3. **Collection Methodology:** Select appropriate methods like surveys, interviews, or analysis of existing data. Prioritize data quality; for surveys, this means clear, unbiased questions; for interviews, standardized interviewing techniques; etc.
4. **Data Management Protocols:** Plan for the storage, organization, and protection of your data. Address ethical considerations, especially for sensitive information. Include a system for updating and correcting data to maintain its accuracy over time.
5. **Project Timeline:** Outline a realistic timeline with start and end dates, including key milestones. Incorporate flexibility for unforeseen delays or challenges.
6. **Needed Resources:** Identify the team. Tools and budget required. Clearly define roles and responsibilities to ensure a smooth data collection process.
7. **Data Analysis Strategy:** Determine how you'll analyze the collected data. Include methods for dealing with unexpected findings, like ambiguous, conflicting, corrupted, or incomplete data.
8. **Feedback Mechanisms:** Establish a mechanism for ongoing assessment and adjustment for your data collection methods. This allows you to adapt and refine your approach as needed.
9. **Communication framework:** Decide how and when you'll communicate your findings. Depending on the project, you might need to keep stakeholders updated throughout the process, not just at the end, to maintain engagement and transparency.

Try to meticulously address each of these elements to set the stage for successful data gathering.

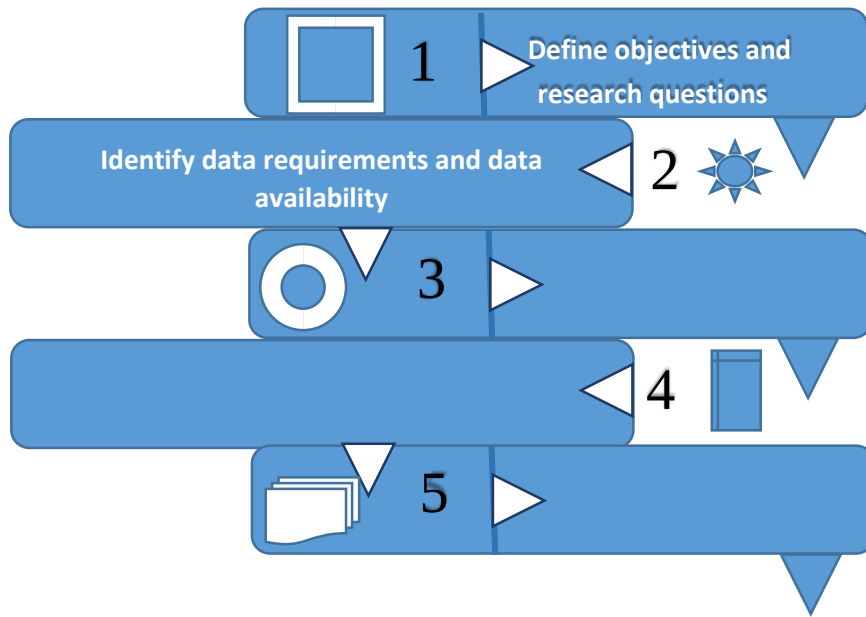
#### Ways to collect data

Collecting data is akin to gathering and sorting the pieces of a puzzle. Each piece, or data point, is critical to form a complete and accurate picture of the subject under study. To ensure that this picture is as clear and precise as possible, researchers and analysts employ a variety of data collection methods outlined in the image below:



Each of these methods offers a unique way to gather data and comes with its own set of pros and cons. Take your time to decide which data collection methods are the best fit for your use case.

Steps for writing an effective data collection plan with the theory out of the way, let's see how to write a proper data collection plan, step by step.



These are the steps involved in writing an effective data collection plan.

Lastly, decide in advance how you will deal with missing data or outliers. Will you use imputation methods, or will you exclude it? Make sure your approach is consistent and documented.

Streamline data collection process with forms on fire

Forms on Fire offers a flexible, accessible, and efficient platform for automating and simplifying data collection and management:

- Customizable forms and mobile accessibility: Design forms specific to your needs and capture data on the go, even offline, with mobile device support.
- Automated workflows and integration capabilities: Automate processes like notifications and data analysis upon form submission, seamlessly integrating with over 1,500 systems.
- Real-time data access and reporting: Access and analyze data instantly for timely decision-making, tend to spot, and address issues quickly.
- Cloud-based data storage: Securely store all data in the cloud, ensuring safety and availability from any location.
- User-friendly interface: Enjoy an intuitive platform that requires no coding skills, making it easy for anyone in your organization to create and use forms.

#### 4.4 QUANTITATIVE AND QUALITATIVE METHODS IN INTERNATIONAL BUSINESS

Previously scholars have highlighted substantial gaps in the quality of, and focus on, the methodological domain in International Business (IB) research. They pointed to challenges related to research design, data appropriateness, exploratory versus confirmatory goals, data collection, data quality, measurement, reporting on findings, and ensuring the validity of data analysis and ultimate research findings. Recent studies highlight deficiencies in choosing and implementing methods and data quality.

When combined, the two approaches can maximize validity and reliability, helping ensure that the findings are legitimate and not the result of a methodological artifact. Furthermore, by facilitating a more holistic description of phenomena and a better account of the context in which it takes place, methodological triangulation functions as “a strategy in designing a study to control for errors, biases, and omissions of particular methods and techniques” (Nielsen et al., 2020): 1492. This is particularly valuable for examining and understanding International Business (IB) Phenomena.

Methodological Fit for Empirical Research in International Business (A Contingency Framework).

This may lead to a more nuanced understanding of the internationalization phenomenon of digital platform firms. Second, the case study method in research assisted in gathering rich insightful data. But where there is no case study, the research can still need data for rich insightful information(s) to be disclosed appropriately. Researchers can adopt quantitative methodologies such as multilevel analysis to better generalize the findings and enhance IB scholarship (Nielsen et al., 2020). IB is a complex phenomenon cutting across multiple countries and multiple elements, such as headquarters, subsidiaries, culture, and the institutional environment.

Multilevel analysis fills this gap and is suitable for revealing complex IB phenomena, both in general and for digital platform firms in particular (Nielsen et al., 2017, Nielsen et al., 2020).

These two effects have not been previously explored. Third, the study makes a methodological contribution by addressing endogeneity concerns (Lode Falk 2014; Eden et al., 2020; Linder et al., 2021) in the analysis of the servicification-productivityinternationalization relationship. To do so, we use panel techniques with firm-level data.

We recognize the importance of heterogeneity at the firm level not only theoretically, but also empirically (Eden et al., 2020), and use firm-level panel data in our empirical analysis.

Specifically, we use data on manufacturing firms from the “Manufacturing Survey of Large and Medium-sized Firms (Survei Industri Besar/Sedang, IBS).”

Our paper contributes to the growing literature on identification and estimation techniques in international business research. Although researchers often use event studies to examine a market reaction to an event in a single country, we identify the current state of knowledge in the

finance literature and areas for future research (Nielsen, Eden, & Verbeke, 2020; Nielsen et al., 2020; Reel, Sakakibara, & Mahmood, 2012).

#### Event studies in International Finance Research

However, it also demonstrates that international money launderers take advantage of local differences in institutional rules and regulations and will likely move to any locations with institutional voids. To connect international anti-money laundering aspects with the critical case that took place in Finland, we first need to look deeper into the national context and critical events (recommended by Eden & Nielsen, 2020).

Thus, it provided rich information about the connection between international business activity and suspected money laundering, something we needed for this study. The case also highlights the complexity of the phenomenon: it includes multiple entities, and complex interactions, and is embedded in the dynamics of the global economic system – all these characteristics are key elements of International Business Research (Eden & Nielsen, 2020).

Several recently published reviews and reflections have highlighted the increasing diversity of international business (IB) research in terms of its disciplinary bases, theoretical and conceptual underpinnings, topics, and methodologies. Also, a recently published edited volume describes best practices in IB research methods (Eden, Nielsen, & Verbeke, 2020). Our article complements and goes beyond these efforts by identifying contemporary methodological challenges faced by IB researchers, as described by the Journal of International Business Studies (JIBS) authors themselves, and offering solutions to each of these challenges.

Similarly, researcher KSAs are affected by financial constraints and the decreased number of opportunities for doctoral students and more seasoned researcher alike to receive university-sponsored state-of-the-science methodological training (Aguinis, Ramani, & Alabduljader,

2018). Third, regarding context, there are established and consensually accepted methodological practices that are passed on from generation to generation of researchers and these practices are difficult to change, even if novel and better approaches become available (Aguinis, Gottfredson, & Joo, 2013; Nielsen, Eden, & Verbeke, 2020). A human performance theoretical framework that includes motivation, KSAs, and context allows us to understand why these methodological challenges exist and persist and also to offer suggestions for how to move forward in the future.

The narrative style of theorizing specifies a process that lays out a set of mechanisms that explain events and outcomes, as opposed to the proposition-based style (Cornelissen, 2016). To examine the how question of this study, the qualitative data should be accurately analyzed (Nielsen et al., 2020). To achieve this, the “Data structure” is built by progressively abstracting first-order themes from an informant and building second-order categories and overarching concepts (Langley and Abdallah, 2011).

Sustainable strategy as a lever for corporate legitimacy and long-term competitive advantage: an examination of an emerging...

However, predominant methods in the field of IB are, for the most part, limited in their capacity to directly address the study of complexity (Cantwell and Brannen, 2016; Nielsen, 2020; Nielsen, 2020; Nielsen et al., 2020a).

On the other hand, conventional quantitative methods assume linear relationships and emphasize the unique contribution of individual explanatory factors to an outcome (Furnari et al, 2021; Nielsen et al., 2020b).

Making Sense of Socio-Political Risks in International Business:

A Configurational Approach to Embracing Complexity

We start with quantitative methods and then move to qualitative methods commonly used in IB research. Our paper builds on recent work on the methodological challenges faced by IB researchers, advances in IB research methods, and practical “rules for the road” as discussed in Delios, Welch, Aguinis, and Brewster (2023); Eden, Nielsen, and Verbeke (2020). We contribute to this literature by focusing explicitly on ethical research methods for both quantitative and qualitative research in international business.

Ethics and International Business Research Methods: Considerations and Best Practices.

In the real business world, empirical research can benefit from the use of multiple research methodologies. Therefore, a comprehensive analysis of the literature on quantitative and qualitative research methods in business research was conducted by F. Lo and others, and the advantages and disadvantages of these research methods were highlighted. In this context, S. Fainschmidt and others discussed modern configurational thinking and its analytical tool, fuzzy set qualitative comparative analysis, and its main rules, advantages, and disadvantages of international business scientists.

Problems and Solutions of Marketing Research in Entrepreneurship and International Business

It is important to mention that the methodology used for this research was proposed by Molina-Azorim (2014), however, unlike this, this research will be used specifically to study the impact of qualitative studies on International Business, and for this, and we selected articles from the Journal of International Business Studies (JIBS). This Journal was selected given that it has been the world leader in the international business area for many years (Nielsen, Eden, & Verbeke, 2020; Rialp, Merigo, Cancino & Urbano, 2019; Inkpen, 2001). In addition, this Journal is focused only on topics related to international business, ruling out publishing articles from other areas of management, this provides certainty in achieving the main objective of this research.

The Impact of Qualitative Methods on Article Citation: An International Business Research Perspective

Our paper contributes to the growing literature on Identification and estimation techniques in international business research (Nielsen, Eden, & Verbeke, 2020; Reeb, Sakakibara, & Mahmood, 2012).

Although researchers often use event studies to examine a market reaction to an event in a single country, we identify the current state of knowledge in the finance literature and areas for future research.

## Event Studies in International Finance Research

In this study, we adopt a fuzzy-set configurational method, which is a type of Qualitative Comparative Analysis (QCA) (Ragin, 2008). Our choice can be explained by the fact that most issues covered by IB research are inherently configurational (Fainshmidt et al., 2020; Nielsen Eden, & Verbeke, 2020; Woodside, 2013).

This answers the call of extant research (Fisher et al., 2019) for further investigation on the subject through empirical research on improvisation, explicitly by utilizing the interpretive qualitative approach, which was independently and irrespectively also deemed the most suitable methodology for a better understanding of this relationship (Eisenhardt & Graebner, 2007; Yin, 2014). This qualitative exploratory case study approach, moreover, provides a sophisticated tool (Eisenhardt & Graebner, 2007) for capturing the often subtle (Fainshmidt et al., 2020) and complex environments (Nielsen et al., 2020) in which companies operate.

Therefore, it is an apt choice for this research that holds turbulence and contextual complexity at its epicenter.

At the same time, the analytical complexity of articles has increased, that is, more attention is paid to technical precision in the following codified procedures and the use of sophisticated statistical techniques for data analysis involving more extensive datasets. While the ability to analyze larger archival datasets using an array of techniques may increase the power to detect certain phenomena, it raises concerns about the possibility of the type of errors or spurious results (Nielsen, Eden, & Verbeke, 2020), and the temptation to HARK (Meyer et al., 2017). Moreover, the growing use of third-party data (especially purchased datasets) may cause concerns about whether rigorous data collection practices were employed to establish accuracy and validity, as well as equivalence and comparability across countries.

The well-known phrase “lies, demand lies, and statistics” also points to a broader critique of evidence: the crisis of reproducibility integrity, and legitimacy that currently plagues academic research.

Ethical pitfalls bedevil academia, especially in research, as evidenced by growing numbers of shoddy research practices, article retractions, and predatory journals (Eden et al., 2018; Nielsen, Eden, & Verbeke, 2020). The crisis in science creates a crisis of trust; how can policymakers trust the research findings when scientists themselves are buying badly?

Empirical support from other researchers is even more powerful as the external validity of a line of research arises not from stand-alone studies, but from related ones (Rousseau, Manning, & Denyer, 2009; Van Witteloostuijn, 2016). Full transparency is a powerful mechanism to reduce hypothesizing after results are known (HARKING), p-hacking, and other questionable research practices that inflate levels of significance in empirical studies (Meyer et al., 2017; Nielsen, Eden, & Verbeke, 2020).

## Conclusion

Strategy scholars have long recognized that organizations are open systems and that superior performance or competitive advantage is achieved by aligning strategies, structures, and environmental conditions (Miller, 1987). Yet, IB research has been slow to embrace a

configurational approach to empirical analysis, even though some influential IB theories are inherently configurational (Nielsen, Eden, & Verbeke, 2020). For example, the transaction cost economies approach to multinational enterprise (MNE) governance choices argues that behavioral elements (bounded rationality and bounded reliability) work in concert with asset specificity levels, or more broadly the levels of complex resource combinations at hand, and macro-institutional features, to jointly determine what constitutes the best governance approach.

## 4.5 VALIDITY AND RELIABILITY OF RESEARCH INSTRUMENT

A questionnaire is one of the most widely used tools to collect data in social or management sciences research. The main objective of a questionnaire in research is to obtain relevant information most reliably and validly. Thus, the accuracy and consistency of survey/questionnaire form a significant aspect of the research methodology which are known as validity and reliability. Often new researchers are confused with the selection and conducting of proper validity type to test their research instrument (questionnaire/survey).

### Introduction

Validity explains how well the collected data covers the actual area of investigation. Validity means “measure what is intended to be measured.”

### Face Validity

Face validity is a subjective judgment on the operationalization of a construct. Face validity is the degree to which a measure appears to be related to a specific construct, in the judgment of non-experts such as test takers and representatives of the legal system. That is, a test has face validity if its content simply looks relevant to the person taking the test. It evaluates the appearance of the questionnaire in terms of feasibility, readability, consistency of style and formatting, and the clarity of the language used.

In other words, face validity refers to researchers’ subjective assessments of the presentation and relevance of the measuring instrument as to whether the items in the instrument appear to be relevant, reasonable, unambiguous, and clear.

To examine the face validity, the dichotomous scale can be used with the categorical option of “Yes” and “No” which indicate favorable and unfavorable items respectively. Where favorable items mean that the items are objectively structured and can be positively classified under the thematic category. Then the collected data is analyzed using Cohen’s Kappa Index (CKI) to determine the face validity of the instrument. DM et al, recommended a minimally acceptable Kappa of 0.60 for inter-rater agreement. Unfortunately, face validity is arguably the weakest form of validity and many would suggest that it is not a form of validity in the strictest sense of the word. Content Validity

Content validity is defined as “the degree to which items in an instrument reflect the content universe to which the instrument will be generalized” (Straub, Boudreau, et al). In the field of IS, it is highly recommended to apply content validity while the new instrument is developed. In general, content validity involves the evaluation of a new survey instrument to ensure that it includes all the items that are essential and eliminates undesirable items to a particular construct domain. The judgmental approach to establishing content validity involves literature reviews and then follow-ups with the evaluation by expert judges or panels. The procedure of the judgmental approach of content validity requires researchers to be present with experts to facilitate validation. However, it is not always possible to have many experts on a particular research topic at one location. It poses a limitation to conduct validity on survey instrument when experts are located in different geographical areas (Choudrie and Dwinedi). Contrastingly, a quantitative

approach may allow researchers to send content validity questionnaires to experts working at different locations, whereby distance is not a limitation. To apply content validity following steps are followed:

1. An exhaustive literature review to extract the related items.
2. A content validity survey is generated (each item is assessed using a three-point scale (not necessary, useful but not essential)).
3. The survey should be sent to the experts in the same field of research.
4. The content validity ratio (CVR) is then calculated for each item by employing Lawshe's (1975) method.
5. Items that are not significant at the critical level are eliminated.

In following the critical level of Lawshe's method is explained.

### Construct Validity

If a relationship is casual, what are the particular causes and effects of behaviors or constructs involved in the relationship? Construct validity refers to how well you translated or transformed a concept, idea, or behavior that is a construct into a functioning and operating reality, the operationalization. Construct validity has two components: Convergent and discriminant validity.

#### i. Discriminant Validity

Discriminant validity is the extent to which latent variable A discriminates from other latent variables (e.g., B, C, D). Discriminant validity means that a latent variable can account for more variance in the observed variables associated with it than:

- (a) Measurement error or similar external, unmeasured influences; or
- (b) Other constructs within the conceptual framework. If this is not the case, then the validity of the individual indicators and the construct is questionable (Fornell and Larcker). In brief, discriminant validity (or divergent validity) tests that constructs that should have no relationship do, in fact, not have any relationship.

#### ii. Convergent Validity

Convergent validity, a parameter often used in sociology, psychology, and other behavioral sciences, refers to the degree to which two measures of constructs that theoretically should be related, are related. In brief, Convergent validity tests that construct that are expected to be related are, in fact, related.

To verify the construct validity (discriminant and convergent validity), a factor analysis can be conducted utilizing principal component analysis (PCA) with the varimax rotation method (Koh and Nam, Wee, and Quazi). Items loaded above 0.40 should be deleted. Therefore, the factor analysis results will satisfy the criteria of construct validity including both the discriminant validity (loading of at least 0.40, no cross-loading of items above 0.40) and convergent validity (eigenvalues of 1, loading of at least 0.40, items that load on posited constructs)(Straub et al.,). There are also other methods to test the convergent and discriminant validity.

### Criterion Validity

Criterion or Concrete validity is the extent to which a measure is related to an outcome. It measures how well one measure predicts an outcome for another measure. A test has this type of validity if it is useful for predicting performance or behavior in another situation (past, present, or future).

Criterion validity is an alternative perspective that de-emphasizes the conceptual meaning or interpretation of test scores. Test users might simply wish to use a test to differentiate between groups of people or to make predictions about future outcomes. For example, a human resources director might need to use a test to help predict which applicants are most likely to perform well as employees. From a very practical standpoint, she focuses on the test's ability to differentiate good employees from poor employees. If the test does this well; then the test is "valid" enough for her purposes. From the traditional three-faceted view of validity, criterion validity refers to the degree to which test scores can predict specific criterion variables. The key to validity is the empirical association between test scores and scores on the relevant criterion variable, such as "job performance."

Messick suggests that "even for applied decision-making, reliance on criterion validity or content coverage is not enough. The meaning of the measure, and hence its construct validity must always be pursued – not only to support test interpretation but also to justify test use." There are two types of criterion validity namely; concurrent validity, predictive and postdictive validity.

### Reliability

Reliability concerns the extent to which a measurement of a phenomenon provides stable and consistent results (Carmines and Zeller). Reliability is also concerned with repeatability. For example, a scale or test is said to be reliable if repeat measurements made by it under constant conditions will give the same result (Moser and Kalton).

Testing the reliability is important as it refers to the consistency across the parts of a measuring instrument (Huck). A scale is said to have high internal consistency reliability if the items of a scale "hang together" and measure the same construct (Huck Robinson). The most commonly used internal consistency measure is the Cronbach Alpha coefficient. It is viewed as the most appropriate measure of reliability when making use of Likert scales (Whitley Robinson). No absolute rules exist for internal consistencies, however, most agree on a minimum internal consistency coefficient of 0.70 (Whitley Robinson).

For an exploratory or pilot study, it is suggested that reliability should be equal to above 0.60 (Straub et al). Hinton et al., have suggested four cut-off points for reliability, which include excellent reliability (0.90 and above), high reliability (0.70 to 0.90), moderate reliability (0.50 to 0.70), and low reliability (0.50 and below) (Hint et al). Although reliability is important for study, it is not sufficient unless combined with validity. In other words, for a test to be reliable; it also needs to be valid.

For the study, the researcher will make use of the content validity or face validity, and the reliability will also be tested.

The formula of content validity ratio (CVR) is:

$CVR = (N_e - N/2) / (N/2)$ , in which the  $N_e$  is the number of panelists indicating “essential” and  $N$  is the total number of panelists. The numeric value of the content validating ratio is determined by the Lawshe Table.

### Measuring Face Validity

The most effective way to determine face validity is to ask how accurate a test appears to people. The researcher may ask the respondent to rate the validity of the test on a scale (27 June 2024).

Both aim to ensure that the instrument is measuring what it’s supposed to measure. However, content validity focuses on how well the instrument covers the entire construct, whereas face validity focuses on the overall superficial appearance of the instrument.

### Content Validity Index (CVI)

The CVI of instruments can be calculated as  $CVI = \text{Mean/Average (ICVR)}$

This formula represents the mean or average of all individual item CVRs (ICVR). It is important to note that in the Lawshe approach, weighing items may not be necessary.

Content Validity of Participants in this Research/Study:

| Question | Participant1 | Participant2 | Participant3 | Participant4 | Participant5 | CVR |
|----------|--------------|--------------|--------------|--------------|--------------|-----|
| 1        |              |              |              |              |              |     |
| 2        |              |              |              |              |              |     |
| 3        |              |              |              |              |              |     |
| 4        |              |              |              |              |              |     |
| 5        |              |              |              |              |              |     |
| 6        |              |              |              |              |              |     |
| 7        |              |              |              |              |              |     |
| TOTAL    |              |              |              |              |              |     |

Here, we shall test participants whether they have enough theoretical knowledge of effective leadership in businesses globally. The test would have high content validity if the question asked covered possible topics in the study/research related to international business (26 August 2022).

(i)  $CVR = (N_e - N/2) / (N/2)$ , OR (ii)  
 $CVI = \text{Mean/Average (ICVR)}$ .

(iii) Face Validity in Statistics: Here, a survey to measure employee and customer satisfaction, which includes questions about service experiences and product usage, was created and analyzed. It was of high face validity because the questions seemed to relate directly to what the researcher was trying to measure.

#### 4.6 TESTS OF REAL-LIFE APPLICATIONS

Good leadership is necessary but insufficient for international organizations' success. The structures supporting leadership vary enormously across global agencies. This report highlights some best practices across 11 organizations that facilitate good leadership. It also underscores that international institutions could learn from each other's practices across seven domains as follows:

1. Selecting and re-electing leadership on merit,
2. Managing performance,
3. Setting and evaluating ethical standards,
4. Developing and retaining talent,
5. Setting strategic priorities,
6. Engaging with a wide range of stakeholders, and
7. Evaluating independently and effectively.

#### Global Governance in the 21<sup>st</sup> Century

Over the last two decades, the world has suffered from a global governance deficit. The deficit comprises a lack of the following:

- Adequate mechanisms to deal with issues of international peace and security.
- Satisfactory mechanisms to anticipate and counter global economic shocks.
- Effective instruments to ensure important global public goods, not least in critical areas such as climate change and public health.

In the early 2000s, the international community was expected to embark on a comprehensive effort to overhaul the multilateral system, with renewed rules and institutions to address the challenges posed by evolving geopolitical and economic circumstances. These ambitions included World Bank and IMF governance reform, creating a new world environmental institution, and ongoing attempts at United Nations (UN) Security Council reform. Recent history suggests, however, that such a comprehensive overhaul will not take place anytime soon.

Almost every effort to significantly transform international cooperation and coordination mechanisms has failed. The foundering of the 2005 UN World Summit, the collapse of the World Trade Organization (WTO) Doha Round, the disappointing progress on climate change, and the non-fulfillment of early and indispensable G20 commitments all suggest that governments are not ready, or not willing to close the growing governance gap, at least within the next few years.

In other words, no transformative overhaul of international institutions should be expected in the foreseeable future. In no way should the pertinent players give up on existing institutions; rather, the only realistic alternative seems to be incremental reform. Scarce political capital should be applied to improving the performance of multilateral institutions, as radical transformations of the existing overall framework cannot be counted on. Based on this notion, this project addresses an aspect where incremental reform seems not only necessary but feasible: in the leadership of international organizations (IOs).

The true test of leadership is “the ability to lead through change is a defining marker of a great leader. Change shapes leaders, and leaders have tremendous potential to shape change.”

Glasow Quote. “One of the tests of leadership is the ability to recognize a problem before it becomes an emergency.”- Arnold H. Glasow.

Leadership can also be tested based on the following best leadership assessment tests:

1. DISC test (Dominance, Influence, Steadiness, and Conscientiousness),
2. Culture add test,
3. Critical thinking test,
4. Leadership and People Management test,
5. Big 5 test,
6. Communication test,
7. Motivation test or Program Management test (22 July 2024).

The ultimate test of leadership is “The BIG Idea” – You can place a very low ceiling in your leadership potential if you don’t take the time to mentor and develop others. Good leaders create loyal followers. But great leaders create other leaders who outlast – and surpass them (30 March 2023).

Research has found that four of these factors individually (i.e., Extraversion, Conscientiousness, Emotional Stability, and Openness) are positively related to leadership. The five factors in combination are predictors of leadership emergence and effectiveness (23 June 2023).

Leadership tests are used to take into account the present and future abilities of a given person and position. Leadership tests can be used to identify candidates who are: starting their career in the business and demonstrate the potential or lack of potential to be a leader (20 August 2024).

Through a conversation one can assess leadership skills by observing how they communicate goals and solicit feedback, whether they focus on team needs over personal interests, and if they inspire confidence through expertise, vision, and ownership of responsibility (13 July 2024).

Leadership assessments provide data, analysis, and guidance that can guide you as you manage the upper echelons of your organization, from recruitment right through to succession. They help ascertain each leader’s potential, growth areas, and current strengths and attributes. The best test [of a servant leader], and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, and more likely to become servants?

Servant Leadership seeks to involve others in decision-making, is strongly based in ethical and caring behavior, and enhances the growth of workers while improving the caring and quality of organizational life. The words servant and leader are usually thought of as being opposites.

But many servant leaders can be alleviated by the 4 C’s of leadership – competence, candor, connection, and character. Use them effectively and you’ll be a great leader. Investing in tailored

corporate leadership training courses serves as a crucial supplement to fortify these principles to ensure sustained success.

Greenleaf's concept of servant leadership focuses on the leader's ability to nurture and grow their followers.

Greenleaf initially proposed an "I serve" mentality for servant leadership and based it on the two main premises of "I serve because I am the leader," and "I am the leader because I serve." The first premise is focused on altruism, a selfless concern for others, while the second premise hinges on a person's ambition to become a leader (28 February 2022).

You don't have to look very far to find examples of servant leadership throughout history – Jesus Christ, Mahatma Gandhi, Abraham Lincoln, Nelson Mandela, Mother Theresa, and Martin Luther King Jr. being some of the most well-known.

A few modern examples of servant business leaders include:

1. Herb Kelleher – Former CEO of Southwest Airlines known for putting employees first.
2. Cheryl Bachelder – Former CEO of Popeyes Louisiana Kitchen who turned the brand around by serving the people who had invested the most in Popeyes.
3. Art Barter – CEO of Datron World Communications, Inc. is intentional about leveraging employee's strengths to drive performance.
4. Jack Welch – Beloved former CEO of General Electric wrote; "before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others."

How can you apply good leadership in real-life situations?

My team put together six ways to practice leadership in your daily life:

1. Prioritize teamwork
2. Be self-aware
3. Be decisive
4. Find your purpose
5. Empower others
6. Set goals, plan, and execute

Leadership is something that you implement in your everyday life, even if you don't realize it. Examples include creating to-do lists, preparing children for school, tutoring others, and taking steps to care about your environment (17 February 2020).

What is a real-world example of a leader's leadership of followership?

Transformational leadership is often associated with inspiring and motivating followers to achieve exceptional results. Steve Jobs, the co-founder of Apple Inc., is a prime example of a transformational leader. He possessed a visionary mindset that allowed him to see opportunities where others saw challenges (31 October 2023).

Elon Musk's leadership approach is often characterized by his visionary approach, relentless pursuit of innovation, and willingness to take significant risks. He is known for setting

ambitious, sometimes seemingly unattainable goals and driving his teams hard to achieve them (6 May 2024).

Bill Gates adopted an autocratic leadership style in the early years of Microsoft to ensure the company grew at the pace that he had envisioned. Autocratic leaders believe that the best way to manage their team is to control the way they do their work.

Transformational leadership: Zuckerberg's transformational leadership style is distinguished by his ability to inspire, motivate, and empower employees to excel and contribute to the company's success. He encourages innovation, challenges the status quo, and fosters a culture of continuous learning and growth (16 January 2024).

The leadership style of Steve Jobs is typically described as autocratic. According to Richard Branson in an article published in the Telegraph, "Steve Jobs... had a meticulous eye for detail, and surrounded himself with like-minded people to follow his lead (18 December 2023).

Laissez-faire leadership takes a hands-off approach to leadership and gives others the freedom to make decisions. While leaders still provide their teams with the resources and tools they need to succeed, they remain largely uninvolved in the day-to-day work (18 October 2023).

Nelson Mandela while fighting against apartheid in his home country (South Africa), established a utilitarianism leadership style by soldiering ahead as he had the morals and values to continue fighting.

In his research on Martin Luther King, Neck found examples of both types of leadership. King had a vision and set the model for followers to emulate. His expectations were high, and he challenged people about their assumptions. But he was also patient, adopting nonviolence and cooperation (17 January 2022).

Understanding Warren Buffett's Leadership Style:

He adopts a Laissez-Faire or delegate approach, giving employee the freedom to take ownership of their work and make their own decisions. This hands-off style allows individuals to experiment, solve problems, and grow both personally and professionally (15 February 2024). In sum, Henry Ford sought to dominate his workers, just as he dominated his managers and his family. Domination, or, if necessary, a battle of attrition until he achieved domination, was just about the only organizational tactic that Ford used.

Mahatma Gandhi's greatest quality was to walk his talk in every way and at every level. As leaders, we must lead by example to the most possible extent. Gandhiji practiced what he preached by dressing up like the poorest Indian and having the barest minimum of personal possessions.

The three core leadership styles identified by Lewin are:

- Authoritarian (autocratic) leadership.
- Participative (Democratic) leadership. □
- Delegative (laissez-faire) leadership.

Oprah Winfrey has been able to achieve great success by leading with empathy, embracing failure, and being authentic. Her ability to empathize with others and understand their struggles, her resilience in the face of adversity, and her authenticity have made her one of the most beloved and respected figures in entertainment (18 April 2023).

Abraham Lincoln's willingness to listen: he was known for his ability to listen to others and consider their perspectives. During his presidency, he regularly met with cabinet members and advisors to hear their opinions and gather information before making decisions (11 April 2023).

Winston Churchill Action-Centered Leadership: He knew that to lead effectively, he had to ensure that he achieved the objective to win the war. He managed the nation and galvanized them to believe in his vision. He then worked with key people in his team to ensure they delivered and were inspired to do so.

Malcolm X adopted a charismatic leadership style. He depicted a visionary approach to assisting black Americans in acquiring their freedom and independence alongside halting oppression of the black Americans by white supremacists. This was regardless of the concern that arose from his status as a Black Muslim.

Napoleon Bonaparte: The French Revolution military leader was notorious for his autocratic leadership style. He commanded a huge army without sharing his ideas with anyone (29 September 2020).

As a visionary leader, President George Washington continued to be a charismatic leader who kept the loyalty and affection of the people. He nourished this through his tours to all the states and through innumerable public appearances. On April 30, 1789, George Washington, studying on the balcony of Federal Hall on Wall Street in New York, took the oath of office as the first President of the United States of America (U.S.A.).

The French phrase "laissez-faire" literally means "allow to do" with the idea being "let people do as they choose." The origins of laissez-faire are associated with the physiocrats, a group of 18th-century French economists who believed that government policy should not interfere with the operation of natural economic laws. (The actual coiner of the phrase may have been Francois Quesnay, who is considered the group founder and leader). The original phrase was "laissez-faire, laissez pesser," with the second part meaning "let things pass." Laissez-faire, which first showed up in an English context in the first half of the 19<sup>th</sup> century, can still mean "a doctrine opposing governmental interference in economic affairs," but it is also used in broader contexts in which a "hands-off" or "anything goes" policy or attitude is adopted. It is frequently used as an adjective meaning "favoring a 'hands-off' policy as in "laissez-faire economics."

Lawyers, advocates, and researchers alike say this laissez-faire judicial culture is the product of crushing caseloads, sparse resources, and a shallow pool of guardians willing to take the most challenging cases. – Jake Pearson, ProPublica, (8 August 2024).

Critics worry this laissez-faire approach to using drones will lead to innocent people inadvertently having their identities sucked up into police databases. - Mack Degeurin, Popular Science, (24 July 2024).

Perhaps most importantly, Vance was once a proponent of old-fashioned, laissez-faire conservation of the Cato Institute variety. – Becca Rothfeld, Washington Post, (23 July 2024).

To be sure, in the past decade, Democrats and Republicans in the U.S.A. have abandoned the fiscal straitjacket of the Nineties, drifting away from laissez-faire economics and toward more nationalist policies on trade, infrastructure, and immigration. – Harper's Magazine (21 June 2024).

Leadership is something that you implement in your everyday life, even if you don't realize it. Examples include creating to-do lists, preparing children for school, tutoring others, and taking steps to care about your environment (17 February 2021).

During the annual climate survey, a senior leader completed his survey right away and communicated that to his team, encouraging them to complete their surveys and reminding them about the importance of their input in creating a future that everyone can feel good about.

Social Responsibility: Everyday leaders care about their communities and take action to make a positive impact. They volunteer, take part in social causes, and advocate for positive change in their communities (15 April 2023).

So, everyday leadership must be or should be inculcated in every person.

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## CHAPTER 5

### 5. EMPIRICAL FINDINGS

Global business management is the way an organization manages its business internationally, including its sales, marketing, hiring, and finance practices.

The empirical or case approach analyses management by studying the experiences of people managing a business. This thinking is based on the belief that the study of an actual situation, where success, will help the students and practitioners to know how to manage effectively in similar situations.

A classic example of empirical research with correlational research is when studying higher education helps in obtaining better-paying jobs. If outcomes indicate that higher education does allow individuals to have high-salaried jobs, then it follows that people with less education tend to have lower-paying jobs.

Based on what is experienced or seen rather than on theory: empirical analysis/research/study. The diagnosis of a business problem should be based both on empirical analysis and theoretical analysis. Empirical evidence/data/finding.

In these areas, empiricism refers to an evidence-based approach that uses real-world data, metrics, and results to build knowledge and prove hypotheses, rather than simply relying on unproved theories and concepts. Both Agile software development and Agile project management are considered empirical approaches.

An empirical study of the rise of big data in business scholarship

#### Highlights

- Big data is a fragmented emerging domain of research theoretically and empirically.
- We identified 8 different big data concepts from 41% of studies that defined it.
- Focus on tools, how-to, and conceptual papers indicates an early stage of development.
- Top benefits included unprecedented potential to measure and manage predictively. □
- The top challenges are a lack of skillsets for big data use and privacy concerns.

Big data has captured the interests of scholars across many disciplines over the last half a decade. Business scholars have increasingly turned their attention to the impact of this emerging phenomenon. Despite the rise in attention, our understanding of what big data is and what it means for organizations and institutional actors remains uncertain. In this study, we conduct a systematic review of “big data” across business scholarship over the past six years (2009–2014). We analyzed 219 peer-reviewed academic papers from 152 journals from the most comprehensive business literature database. We conducted the systematic review both quantitatively and qualitatively using the data analysis software NVivo10. Our results reveal several key insights about the scholarly investigation of big data, including its

top benefits and challenges. Overall, we found that big data remains a fragmented, early-stage domain of research in terms of theoretical grounding, methodological diversity, and empirically oriented work. These challenges improve our understanding of the state of big data in contemporary research and prompt scholars and decision-makers to advance future research productively.

## 5.1 INTRODUCTION TO THE ORGANIZATIONS BEING STUDIED

Over the last five years, there has been a remarkable increase in scholarship on big data across various academic disciplines including management, business, and information systems. As big data technologies emerge in our networked society, a new synthesis of real-time, user-generated information and communication creates a constant flow of potential new insights for business, government, education, and social initiatives. Digitally-savvy organizations are already using big data in a variety of strategic ways: to do what they have always done but better; to do something differently; to do something completely new; to co-create value with customers, or to monetize data (Petter & Peppard, 2013). However, the vast majority of large and mid-sized organizations are still struggling to integrate big data into their organizational cultures. Big data represents a significant shift in thinking about data infrastructure, business intelligence and analytics, and information technology strategy, which are all key areas of impact for business and management scholars (Bharadwaj, El Sawy, Pavlou, & Venkatraman, 2013; Chen, Chiang, & Storey, 2012). Mayer-Schönberger and Cukier (2013) argue big data is all about predictions, connections, and relationships amongst vast data sets. Beyond bigger, better, networked information, big data is chiefly defined by its novel applications. There are plenty of examples in the pages of business journals, industry magazines, and financial media. Sentiment tracking of Twitter posts has been shown to predict stock market indicators (Bollen, Mao, & Zeng 2011). Smartphone data is used to determine supply chain management and highway traffic alerts for corporate chains (Demirkan & Delen, 2013). Search query tracking has been used to predict sickness prevalence through Google Flu Trends (Lazer, Kennedy, King, & Vespignani 2014). While the term *big data* has become rapidly incorporated into the lexicon of industry, academia, science, and medicine, it remains an uncertain and ambiguous concept in terms of scholarship and practice. Big data is a buzzword with many meanings. Some refer to big data as very large sets of data that are impossible to analyze by hand or through traditional methods, such as a spreadsheet. Massive amounts of data are generated from various sources including genomics, social media, professional sports, and weather sensors, just to name a few. Data is also moving, analyzed, and utilized at a faster and faster pace. This popular definition is called the 3 vs.: volume, variety, and velocity definition of big data (Laney, 2001; McAfee, Brynjolfsson, Davenport, Patil, & Barton, 2012). Others point out that big data is more than the sum of its technical parts. It represents a social movement or cultural shift in organizations to data-driven decision-making (Chow-White & Green, 2013). Despite this explosion of interest the concept is uncertain and ambiguous and the applications are wide and varied.

According to the Gartner (2015) Hype Cycle methodology, once an important new technology is introduced, it progresses through a sharp peak in visibility and inflated expectations, followed by a downward slope into disillusionment, and eventually stabilizes back upwards through enlightenment and ultimately widespread productivity. The concept of big data has moved through the initial hype and disillusionment phases in public discourse and is still in the preliminary stages of the disillusionment stage in academic research across a wide range of disciplines. This is a predictable trend based on academia's lengthy process of review before publishing.

We explore the state of research about big data in business scholarship to understand how scholars are defining big data, where they are investigating it, and what they are finding so far. Big data is the newest example of a ‘disruptive innovation’ (Christensen, 1997, Christensen, 2016, Christensen and Raynor, 2003, Hwang and Christensen, 2008) across all sub-fields of business, and this creates a lot of noise. The academic literature is the space to separate scholarly signals from popular noise to understand what big data is, who is using it, and what benefits, opportunities, and risks it presents to organizations and firms. In this study, we describe the process and findings of our systematic review of big data research within business literature from

2009–2014. Systematic reviews are a form of meta-analysis designed to “summarize in an explicit way what is known and not known about a specific practice-related question” (Briner, Denyer, & Rousseau, 2009, p. 19). The field of business has been at the forefront of experimenting with big data technologies and techniques, and this study is designed to support leaders, scholars, and decision-makers in thinking about the benefits, risks, and gaps in our current knowledge to do with big data.

Research-based studies of big data’s impact on business are beginning to proliferate. However, each study in this rapidly developing area is inevitably limited in scope and reflective of diverse findings. This poses a risk to the accumulation of knowledge and the integration of findings among business leaders and researchers (Briner et al., 2009). Beyond the few data-rich giants such as LinkedIn, Facebook, and Google, leaders of most large and mid-sized companies remain perplexed by the highly fragmented landscape of big data technologies now available (Goes, 2014). Systematic reviews are a powerful way of addressing fragmentation as a “means of evaluating and interpreting all available research relevant to a particular research question or topic area or phenomenon of interest” (Kitchenham, 2004, p. iv). Systematic reviews are most commonly used in the medical domain. However, scholars have recently been adopting them across business, marketing, and management studies as a tool for bridging the “research-practice gap” (Rousseau, 2006). We rigorously gathered, assessed, and analyzed relevant empirical studies on big data in the business literature, to conduct an objective synthesis of the results, which may be integrated into professional practice (Sackett et al., 2000). Our research found these relevant discussions in the journals increasing rapidly over the last six years. The research articles we review are a systematically collected set of primary studies. Our subsequent analysis of these papers is a valuable secondary study offering a more holistic view and new insights into the latest uses of big data technologies in the field of business.

In this research/study, two organizations were studied that are involved in international business activities in Lagos, Nigeria, UK, and Dublin, Ireland. The researcher has served in these organizations and was able to get valuable information and data from them to analyze in the process. The organizations are as follows:

1. KTA Freight Service with its headquarters in London (UK) with branches in Dublin (Ireland), and Lagos (Nigeria). The researcher worked as the Personal Assistant/Sales Manager of the organization in their Lagos office between February 2020 and December 2022, and
2. Swift Eyecare Limited with its headquarters also in the UK, and five branches in Lagos (Nigeria) namely: Ikeja, Festac Town, Agbara, Victoria Island, and Gbagada branches. The researcher works here presently as the Administration

Officer/Accountant (H.O.D) and joined the organization in May 2024 till date after serving as a Supervisory Presiding Officer (Independent National Electoral Commission (INEC)) in the general elections that took place in Nigeria in 2023. The researcher served at Eti-Osa local government area during the elections and also at Surulere local government in the February 2024 byelection for the vacant House of Representatives seat vacated by the Hon. Femi Gbajabiamila after he was appointed by President Tinubu as the Chief of Staff to the current president.

## Section snippets

### Methods

We conducted a systematic review—an in-depth investigation of the existing knowledge about big data across the business literature. There are many steps involved in conducting a systematic review: (1) research design, (2) data collection, and (3) coding and analysis.

In phase 1 (research design) we developed 10 research questions (see Table 1) to guide our analysis. These include: How does the literature define (or not define) big data? What is the ratio of conceptual papers to empirical ones?

RQ1: How does the literature define (or not define) big data?

Across the timeframe analyzed (2009–2014), 41% of papers defined big data, while the remaining 59% did not (Fig. 3). In addition, we found an increasing number of papers defined big data over time (Fig. 4). Scholars tend to define new terminology more frequently as it first emerges in the literature, and less so over time as the diversity of definitions crystallizes and diffuse into common use. For instance, *social media* is rarely defined in common use or in the literature anymore, where it

### Conclusion

Although the field is in its earliest stages of scholarly development, we found clear evidence of the energy and increasing interest focused on big data studies in business. Several key conclusions warrant further discussion to track the advancement of big data research. Despite the newness of the big data domain, a rapidly proliferating body of scholarship is evident across the field of business. Yet our data shows that this scholarship remains in the preliminary stages of...

Furthermore, the interview analysis will be based on a one-on-one interview strategy where questions shall be asked and answered between the interviewer and the interviewee within a time frame of 30 minutes and an hour. This will be seen in the next sub-heading after which the analysis of the research survey and questionnaires will be revealed as well.

## 5.2 ANALYSIS OF THE INTERVIEW (INTERVIEW PROTOCOL SAMPLE TEMPLATE)

Sample introduction: Hello, and thank you for agreeing to participate in this interview today. My name is Ebenezer Akinniyi, and I am a doctoral student at North Central University conducting my dissertation research.

This interview is expected to last between 30 minutes and an hour (1 hour). I will be recording our discussion and taking notes to make sure I have complete information.

Your responses will be held in confidence.

Sample Consent: I would like to review the consent letter with you before we begin the interview.

Do you agree to participate in this study?

Participate: Yes \_\_\_\_\_ or No \_\_\_\_\_

Lead into the interview: Thank you. I am interested in one on one (1:1) presentation and interview that will last 30 minutes to 1 hour. This information will be confidential and your answers will not be shared with anyone. Your perspectives and experience are important to understanding the purpose of the study which is to analyze how effective leadership can contribute to facilitating change in the intentional business context.

Do you have any questions before we get started?

I consider beginning the interview with questions that put the participants at ease before moving on to the most complex or sensitive questions.

Conclusion: Thank you for taking the time to meet with me today and to share your perspectives/experiences on this study/dissertation research which is focused on the role of leaders in an organization or entity.

I close the interview with some debriefing questions. This can serve as a process for clarification or as a review of the interview.

Sample debriefing questions:

1. I will ask if they have any questions or concerns.
2. Is there anything you would like to add or clarify about this study/research work?

Supporting Resources

I consider providing participants with a list of resources they can access following the interview. Resources may include a list of counseling services or hotlines. This is most appropriate when interviewing individuals about sensitive topics.

Next Steps: If there are other research activities that participants are expected to complete, I will remind them of the next activities before ending the interview. For example, if I am planning on doing member checking on the accuracy of the interview transcript, I will let them know when, where, and how member checking will occur.

If I am offering incentives for participating in the study, I will have to remind participants of how and when they will receive their incentives (if any).

## DOCUMENT AND ARTIFACT PROTOCOL

Some studies may include documents or artifacts as part of the data collection process. Some examples of documents may include organizational policies and procedures, meeting minutes, strategic plans, or work.

Artifacts are objects that may add to the understanding of a phenomenon. Examples of artifacts may include art, such as poetry drawings, historical items such as primitive tools, or personal expression items such as clothing, jewelry, or tattoos.

If I plan to use documents or other artifacts as part of my data collection it is important to identify them.

- The specified documents or artifacts you will be collecting.
- How I will gain access to documents or artifacts?
- From whom I will obtain the documents or artifacts
- How I will analyze the documents or artifacts in my research.

For example, workers or subordinates in a government parastatal may want to access plans and strategies from a top official to compare with observations made by co-workers within an organization or entity.

For more information on using documents and artifacts in research, explore the resources in the resources in the Sage database in the library using this link:

<https://methods.segepub.com/book/qualitative-data-collections-tools/i1163.xm>.

## ANALYSIS OF THE INTERVIEW HELD BY THE RESEARCHER

The researcher was able to interview two top management staff of two organizations he has worked for and currently working with. The names and organizations of the interviewees are as follows:

1. Alhaji Tokunbo Onashoga (The Chairman, of KTA Freight Service), and
2. Mr Femi Adedoyin (Director, Swift Eyecare Ltd).

Only these two agreed to do a one-on-one (1:1) interview with the interviewer/researcher that lasted for about an hour each at different locations.

Interview with Alhaji Tokunboh Onashoga (Chairman, KTA Freight Service

Q1. How can effective leadership facilitate change in organizations through improvement?

Response: In order for an organization to effect change, leaders need to encourage employees to communicate and collaborate with each other. This way, people can explore new ways of thinking and produce better results for the organization. Additionally, learning from others helps employees improve themselves.

- **Communicating**

Leaders should communicate clearly and effectively, especially when leading teams through change. Employees want to understand the reasons behind decisions, their role, and how it will affect them.

- **Empowering the team**

Leaders should identify which team members are best suited for tasks and delegate them accordingly. This allows team members to learn new skills and showcase their existing ones, while also making them feel more committed to their work.

- **Encouraging creativity and innovation**

Leaders can encourage open communication and sharing of ideas to build a culture of innovation and creativity.

- **Making informed decisions**

Leaders should make timely decisions that align with the organization's goals and vision.

- **Creating a culture of feedback**

A culture of feedback can help leaders understand gaps in their leadership style and promote better outcomes.

- **Collaborating and working as a team**

Leaders can emphasize employee satisfaction and collaboration to achieve higher levels of respect from their team.

- **Creating a vision**

Leaders should create a vision, inspire stakeholders, and execute strategies that drive successful change.

Q2. How does effective leadership contribute to the success of an organization and its organizational working?

Response: By fostering a positive culture, motivating your team, providing clear strategic direction, and navigating change effectively, you can significantly contribute to your organization's success. Remember, leadership is not about wielding authority; it's about inspiring others to achieve their best.

Effective leaders go far beyond just delegating tasks. They create environments where people feel empowered and driven to succeed. Through skills like strong communication, motivation tactics, and strategic thinking, they align entire organizations toward achievable goals.

Q3. How would you handle and manage conflicts as a leader in an organization?

Response: As a leader, you can manage conflicts in your organization by:

- Assessing the situation: Quickly find a resolution
- Being neutral: Stay neutral in the situation
- Creating guidelines: Set boundaries and ground rules
- Communicating effectively: Listen actively and be mindful of biases
- Collaborating: Work together with conflicting team members to find a respectful resolution
- Compromising: Find a middle ground that's acceptable to both parties
- Problem-solving: Focus on the problem and uncover its root cause
- Remaining calm: Stay calm under pressure
- Recognizing causes: Identify the causes of the conflict
- Training: Consider conflict resolution training to improve communication, emotional intelligence, negotiation, and problem-solving
- Viewing conflict as a tool: Keep an open mind towards conflict, as it can be a tool for growth and innovation

Conflict can be useful when team members debate and explore different opinions. These "positive conflicts" can help analyze business decisions.

Q4: An autocratic leader in a democratic organization can create chaos, and provide a stable and secure work environment and decisive, effective leadership. Discuss.

Response: Autocratic leaders can create chaos in a democratic organization, but they can also provide decisive leadership and a stable work environment in certain situations:

- When it's effective

Autocratic leadership can be effective in situations that require quick decisions, like emergencies or in industries with strict rules. It can also be useful for large organizations or inexperienced teams. Autocratic leaders can provide clear direction, which can help team members understand their roles and responsibilities. They can also be seen as strong and decisive, which can be reassuring during uncertain times.

- When it's not effective

Autocratic leadership can have negative consequences, such as:

- Decreased employee morale: Employees may feel disengaged and demotivated if their ideas and opinions are not valued.
- Stifled innovation: Limited input from subordinates can lead to a lack of creativity and innovation.
- Toxic work environment: Autocratic leadership can create a competitive and high-pressure work environment.
- Balancing leadership styles

To foster productivity and employee satisfaction, leaders can balance autocratic decisionmaking with elements of other leadership styles, such as democratic and transformational leadership.

Q5. The world of business is a global phenomenon, Explain.

Response: Yes, the world of business is a global phenomenon because of globalization, which is the process of increased movement of people, ideas, products, services, and capital across national borders:

- Economic integration

Globalization is characterized by free trade, the free flow of capital, and easy access to foreign resources.

- Interdependence

Countries become more interdependent as they become more intertwined politically, culturally, and economically.

- Companies' reach

Companies can operate across borders, sourcing raw materials, conducting research, and developing products.

- Trade barriers

Trade barriers fall, and global trade grows faster than domestic production.

- Benefits

Globalization can benefit developed nations by giving corporations a competitive edge, and developing nations by attracting jobs.

- Drawbacks

Globalization can have negative consequences, such as the spread of disease, environmental harm, and the widening of the gap between rich and poor nations. Factors that drive globalization include:

- The digital revolution
- International economic integration
- Socio-cultural convergence
- Global education providers
- Cross-border political influence
- Financial liberalization
- Intense competition

From this interview, it can be said that the chairman of KTA Freight Service is an international business specialist who adopts the autocratic style of leadership in his organization. When the researcher was working with him as his PA, they virtually and physically worked hand in hand with the communication gap very close. He gives his orders to every staff and wants it done immediately and as said or even better.

He is a successful businessman who has traveled and done business in different countries around the globe.

After the interview, the researcher thanked him and applauded him as well for the time spent together.

## Interview with Mr. Femi Adedoyin of (Swift Eyecare Limited)

Q1: Leadership is one of the main factors in bringing positive change to an organization. Explain?

Response: Leadership is a key factor in bringing positive change to an organization because leaders can:

- Set a clear vision: Leaders can communicate a clear vision for change and outline the desired outcomes.
- Inspire and motivate: Leaders can inspire and motivate their team to pursue business objectives.
- Build trust: Leaders can build trust with employees and stakeholders.
- Manage resistance: Leaders can manage resistance with empathy and openness.
- Foster innovation: Leaders can foster innovation and creativity.
- Develop future leaders: Leaders can develop future leaders within their organization.
- Sustain momentum: Leaders can sustain momentum and ensure that the organization stays focused on its goals.
- Provide guidance: Leaders can provide the necessary guidance to navigate the complexities of change.
- Involve employees: Leaders can actively engage and involve employees and stakeholders throughout the process.
- Increase employee confidence: Leaders can increase the confidence and values of employees. Without leadership, an organization may not be able to change in the direction it desires and could experience negative change instead.

Q2: Explain, modern leadership in a changing world.

Response: Modern leadership is a multifaceted concept that involves a blend of qualities and skills that help leaders navigate a changing world:

- Adaptability  
Leaders must be able to react quickly to changes in the working world, such as by adjusting goals or frameworks.
- Empathy  
Modern leaders prioritize interpersonal contact and support, and aim to improve employee well-being.
- Innovation

Leaders should encourage employees to be inventive and promote new ideas.

- Integration

Leaders should take staff feedback and opinions seriously and incorporate them into the company's goals.

- Participation

Leaders should see themselves as part of the team, and work together with employees at eye level.

- Situational

Leaders should adapt their leadership style to the situation, employee's competencies, and area of responsibility.

- Understanding

Leaders should consider the unique backgrounds, interests, and experiences of their employees.

- Vision

Leaders should have a shared vision and communicate it to others.

Success as a modern leader is not measured solely by traditional metrics, but by the impact the leader has on people and society.

Q3: Discuss the importance of leadership in your organization.

Response: Leadership is essential for an organization's success because it helps guide the organization, motivate employees, and create a positive work environment:

- Vision and direction

Leaders set a clear vision that aligns with the organization's goals and provides a path for team members to follow.

- Motivation

Leaders inspire and motivate employees to excel. They can also mentor team members and boost employee morale.

- Communication

Leaders promote open communication to ensure that everyone is on the same page.

- Decision-making

Leaders make informed decisions that benefit the organization and its employees.

- Growth

Leaders think about growth for both the organization and its employees. They can also help manage change and growth.

- Culture

Leaders can build a strong organizational culture and set the tone for the organization.

- Conflict resolution

Leaders can handle conflicts carefully so that they don't negatively impact the organization.

- Succession

Leaders can train their subordinates so that they can succeed them in the future.

Effective leadership is earned and worked for, and it depends on the organization's culture and needs.

Q4: Democratic style of leadership is recommended for proper arrangement in an organization, expatriate?

Response: The word democracy means "run by the people." This style of leadership means making room for multiple people to participate in the decision-making process.

Democratic leadership is also commonly referred to as participative leadership. Findings indicate that the Democratic Leadership Style positively affects employee business development, skills enhancement, productivity, and morale.

Democratic leadership is important because it allows every employee to voice their opinions and promotes team effort and collaboration. It is a leadership style that enhances creativity and innovation because every member gets the chance to ideate and suggest.

Q5. Human Resources can help build the organization of the future, tell us your opinion about this.

Response: As the organization of the future takes shape, HR will be the driving force for many initiatives: mapping talent to value; making the workforce more flexible; prioritizing strategic workforce planning, performance management, and reskilling; building an HR platform; and developing an HR tech ecosystem.

HR plays a crucial role in recruiting and selecting the right employees, training and developing them, managing employee relations, and fostering a positive work environment. HR also plays a key role in promoting employee well-being, aligning HR strategies with organizational goals, and driving organizational change.

The future of HR focuses on driving tangible, measurable value across the enterprise that's both qualitative and quantitative. From compliance and control to trust and empowerment. Adopting a high-impact HR operating model lets organizations flex based on dynamic business needs.

After the interview with the Director of Swift Eyecare Limited, the researcher who currently works with him identified two key prospects that will help him grow the organization:

- i. He uses the Democratic style of leadership, and ii. He also utilizes the Human Resources department to transcend and change the activities of the organization as frequently as possible.

The Director who resides in the UK holds scrum meetings and departmental meetings virtually as he is not always present in Nigeria except when he visits occasionally. But without being in the country to run the business, he has been able to achieve his numerous successes through the help of the MD, Manager, and Admin Officer/Account who endeavors to reach him occasionally online and gathers necessary information from him on how to move the business to the next level.

### 5.3 ANALYSIS OF RESEARCH SURVEY/QUESTIONNAIRES

#### SURVEY/QUESTIONNAIRE PROTOCOL

**Sample Introduction:** This survey/questionnaire includes questions about “Effective Leadership and its contribution to facilitating positive change in an organization or entity,” and will take approximately one week to complete. Please read the survey/questionnaire instructions carefully before beginning. Respond to all questions as honestly as possible. Your responses will be confidential. You may skip any questions you do not wish to answer.

**Sample quantitative survey/questionnaire instructions:** The purpose of this survey/questionnaire is to determine how you feel about the role of leadership in organizational change and leadership strategies for implementing organizational performance and style. For each statement below, indicate the strength of your agreement or disagreement by circling the number on the five-point Likert-type scale that aligns with your views on each item. Please circle one response for each of the statements below using the following answer guide:

1 = Strongly disagree,      2 = Disagree, 3 = Neither Agree nor Disagree

4 = Agree,      5 = Strongly Agree and True ☐ or False ☐

#### *Sample quantitative survey/questionnaire question:*

Leadership qualities should be applied to effect a positive change in the International Business Practice.

|                        |            |                                 |         |                     |
|------------------------|------------|---------------------------------|---------|---------------------|
| 1                      | 2          | 3                               | 4       | 5                   |
| (Strongly<br>Disagree) | (Disagree) | (Neither Agree<br>nor Disagree) | (Agree) | (Strongly<br>Agree) |

AND      TRUE ☐      OR FALSE ☐

**Sample instructions for qualitative survey/questionnaire:** The purpose of this survey/questionnaire is to understand your experiences in the role of leadership in organizational change and implementation. Please read each question below and describe your experiences in your own words in the space provided.

Sample qualitative questionnaire item:

In your experience, how has the role of leadership influenced workers' or subordinates' engagement/performance within the organization?

**Conclusion:** At the end of a survey/questionnaire, I will thank study participants for their time and willingness to complete the survey/questionnaire.

**Next steps:** If there are other research activities that participants are expected to complete, I will remind them of the next activities before ending data collection. This may appear at the end of the survey/questionnaire. For example, if I am planning to have individuals participate in a focus group, I will let them know when, where, and how it will occur. It is recommended that all participants include the contact information of the researcher if the participants are expected to be involved in other research activities.

## **SURVEY/QUESTIONNAIRE**

### **Instructions:**

1. *Read each question carefully before ticking your answer.*
2. *You can only tick one box in the boxes numbered 1 to 5*
3. *You do not need to seek assistance from anyone, answer all questions in your own opinion.*
4. *Your answers shall be collated, graded, and used for data collection and research purposes only.*
5. *Your answers shall be used privately by the researcher.*

- Boxes numbered 1 = Strongly Disagree
- Boxes numbered 2 = Disagree
- Boxes numbered 3 = Neither Disagree or Agree
- Boxes numbered 4 = Agree
- Boxes numbered 5 = Strongly Agree

☐

- From questions 21 to 30, you answer by ticking True ☐ or False

**Questionnaire/survey:**

1. Can effective leadership facilitate change in organizations through improvement in production, services, and customer satisfaction?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1                        | 2                        | 3                        | 4                        | 5                        |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2. Effective leadership can improve organizational performance.

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1                        | 2                        | 3                        | 4                        | 5                        |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

3. Leadership plays a role in an organization to motivate and encourage their employees to change for the organization to be able to sustain and adapt to the business environment.

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1                        | 2                        | 3                        | 4                        | 5                        |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4. Effective leadership is important when implementing change.

|                          |   |   |   |   |
|--------------------------|---|---|---|---|
| 1                        | 2 | 3 | 4 | 5 |
| <input type="checkbox"/> |   |   |   |   |

|                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|--------------------------|--------------------------|

5. Leadership qualities should be applied to effect a positive change in the practice.

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1                        | 2                        | 3                        | 4                        | 5                        |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

6. Effective leadership contributes to the success of an organization.

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1                        | 2                        | 3                        | 4                        | 5                        |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7. Effective leadership plays a role in organizational work.

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1                        | 2                        | 3                        | 4                        | 5                        |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

8. Transformational leadership is key to companies sustaining effective leadership while implementing its policies and procedures.

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1                        | 2                        | 3                        | 4                        | 5                        |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9. Leadership has a role in change management and an organization.

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1                        | 2                        | 3                        | 4                        | 5                        |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10. How effective leadership can facilitate change in organizations through improvement and innovation in the current business environment is vital in this practice.

|                          |   |                          |                          |                          |                          |
|--------------------------|---|--------------------------|--------------------------|--------------------------|--------------------------|
| 1                        | 2 | 3                        | 4                        | 5                        |                          |
| <input type="checkbox"/> |   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

11. If there is no leadership in the organization they will not be able to change in the direction they desire and could experience negative change instead.

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1                        | 2                        | 3                        | 4                        | 5                        |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

12. Modern leadership in the changing world is not a major issue in the literature of world business.

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1                        | 2                        | 3                        | 4                        | 5                        |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

☐

13. You do not need to analyze the effectiveness of a leader and his/her knowledge in an organization.

| 1                        | 2                        | 3                        | 4 | 5 |
|--------------------------|--------------------------|--------------------------|---|---|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |   |   |

|                          |                          |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|

14. There are no challenges in today's business world?

|                          | 1 | 2                        | 3                        | 4                        | 5                        |
|--------------------------|---|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> |   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

15. As the strength of the organization dwells much on democratic style of leadership, this is recommend for proper management?

| 1                        | 2                        | 3                        | 4                        | 5 |
|--------------------------|--------------------------|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |   |

16. Leadership guides to conflict and conflict management?

| 1                        | 2                        | 3                        | 4                        | 5                        |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

17. "Change Agents" can be managers or employees, or external consultants listed to facilitate initiatives for an entity?

☐

1

☐

2

☐

3

☐

4

☐

5

☐

18. The ways Chief Executive Officers lead determines the leadership approaches an effective CEO will adapt?

1

☐

2

☐

3

☐

4

☐

5

☐

19. Leadership, both as a research area and as a practical skill, encompasses the ability of an individual, group or organization to lead, influence and participate effectively within the environment it operates?

1

☐

2

☐

3

☐

4

☐

5

☐

20. An autocratic leader in a democratic organization can create chaos, provides a stable and secure work environment and decisive effective leadership?

1

☐

2

☐

3

☐

4

☐

5

21. Employees and subordinates are key to the success of any leader in an organization?

True

☐

or False

☐

22. The top six leadership challenges around the world are

1. Honing Effectiveness

2. Inspiring others
3. Developing Employees
4. Leading a Team
5. Guiding change
6. Managing stakeholders

True ☐ or False ☐

23. Can Human Resource help build the organization of the future?

True ☐ or False ☐

24. Motivation helps leaders perform better in organization?

True ☐ or False ☐

25. Communication has a role to play in every business. This must be effective from the top to the bottom level of management in the organizational structure?

True ☐ or False ☐

26. The chain of communication from top management level to middle management level and bottom management level must be very effective and must not be ignored in the organization?

True ☐ or False ☐

27. You do not need to define leadership as an organization. Without a leader, an organization can function?

True ☐ or False ☐

28. Transforming leadership is a tool in the future of Nursing.

True ☐ or False ☐

29. The transforming leadership model is often associated with vision, setting decisions, restructuring and realigning the organization; developing staff and curriculum; and involvement with the external community.

True ☐ or False ☐

30. A democratic leader cannot be elected into office. He/she can only be appointed or nominated?

True ☐ or False ☐

## PRACTICE QUESTIONS

1. What is effective leadership?
2. How can effective leadership facilitate change in organizations through improvement?
3. What is the importance of effective leadership when implementing change?
4. What leadership qualities would you apply to effect a positive change in the practice of this profession?
5. How does effective leadership contribute to the success of an organization and its organizational working?
6. Leadership is one of the main factors in bringing positive change to an organization. Explain?
7. If there is no leadership in the organization they will not be able to change in the direction they desire and could experience negative change instead.

As a leader how do you handle this?

8. Explain, modern leadership in a changing world.
9. Discuss the challenges in today's business world or the world of business.
10. Discuss the importance of leadership in your organization.
11. Democratic style of leadership is recommended for proper arrangement in an organization, expatriate?
12. How would you handle and manage conflicts as a leader in an organization?
13. What is a "Change Agent"?

14. An autocratic leader in a democratic organization can create chaos, and provide a stable and secure work environment and decisive, effective leadership. Discuss.
15. Explain the top six leadership challenges around the world.
16. Discuss, transformational leadership is key to companies sustaining effective leadership while implementing its policies and procedures.
17. Human Resources can help build the organization of the future, tell us your opinion about this.
18. “Communication is very important in every organization”, explain this statement.
19. “A democratic leader must be elected into office before he/she can perform his activities in the office. Discuss?
20. The world of business is a global phenomenon, Explain.

### Content Validity of Participants in this Research/Study:

Those that participated in the survey/questionnaire of the researcher are five in number. Although, the researcher invited about twenty participants only five of them were able to agree to take part in the survey. They answered seven key questions each among the 30 surveys/questionnaires stated above which were picked randomly. The five participants are professionals who have served in different organizations as managers, directors, managing directors, business development managers, and CEOs.

| Question | Participant1 | Participant2 | Participant3 | Participant4 | Participant5 | CVR  |
|----------|--------------|--------------|--------------|--------------|--------------|------|
| 1        | +            | -            | +            | +            | +            | 0.6  |
| 2        | -            | +            | +            | +            | -            | 0.2  |
| 3        | +            | -            | -            | -            | +            | -0.2 |
| 4        | +            | +            | -            | +            | -            | 0.2  |
| 5        | -            | -            | +            | -            | +            | -0.2 |
| 6        | +            | +            | -            | +            | +            | 0.6  |
| 7        | +            | +            | +            | +            | +            | 1    |

Here, we tested participants whether they have enough theoretical knowledge of effective leadership in businesses globally. The test would have high content validity if the questions asked covered every possible topic in the study/research related to international business.

However, three of the questions (1, 6, 7) answered showed that the reliability was moderate to excellent. Four questions (2, 3, 4, and 5) were of low reliability.

The boxes with (+) signs show that the questions answered by the participants were reliable, while the boxes with (-) signs show that the questions answered by the participants were not reliable or with low reliability.

Analysis of questions:

| Questions | Reliability Level |
|-----------|-------------------|
| 1         | Moderate          |
| 2         | Low               |
| 3         | Low               |
| 4         | Low               |
| 5         | Low               |
| 6         | Moderate          |
| 7         | Excellent         |

Finally, the research has made use of both qualitative and quantitative research methods (Mixed Methods) for this study/research work. Mixed methods research is a research methodology that combines qualitative and quantitative research methods to gain a more comprehensive understanding of a research topic:

- **Definition:** A research approach that combines quantitative and qualitative data collection and analysis within a single study
- **Purpose:** To draw on the strengths of each method, offset limitations, and explore diverse perspectives
- **Benefits:** Can be particularly useful for addressing complex, multifaceted issues
- **Examples:** A study on the impact of technology on learning could use surveys to measure quantitative data and interviews or focus groups to provide qualitative data
- **Design:** Can include conversion, multilevel, or fully integrated designs
- **Other terms:** Also known as hybrid research, combined research, or methodological triangulation.

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## CHAPTER 6

### 6 CONCLUSIONS AND RECOMMENDATIONS

Conclusion and recommendations are the final part of the research paper, which synthesizes the research, highlights its significance, and provides a roadmap for future studies and practical applications. A well-crafted conclusion not only summarizes the key points of the research but also emphasizes its broader implications and suggests potential areas for further exploration. Similarly, research recommendations offer specific, actionable insights that can guide future research, inform policy decisions, and contribute to the advancement of knowledge in the field.

This blog post provides a comprehensive overview of how to effectively write conclusions and recommendations, detailing their purposes, components, and examples across various disciplines. Additionally, it offers resources and tools to assist researchers in crafting clear, impactful final sections of their papers, ensuring they are well-prepared for publication.

What is a research conclusion?

A research conclusion is the final section of a [research paper](#) where the author wraps up the study and presents the key findings. It synthesizes the main points discussed in the paper, highlights the significance of the research, and suggests potential implications or applications. The conclusion leaves a lasting impression on the reader. It often includes recommendations for future research or practical applications of the study's findings.

Purpose of a research conclusion

1. **Summarization:** To provide a concise summary of the main findings and arguments presented in the paper.
2. **Synthesis:** To synthesize the information, showing how it contributes to the overall understanding of the topic.
3. **Implications:** To highlight the significance of the research findings and their broader implications.
4. **Future research:** To suggest areas for further investigation or unanswered questions.
5. **Closure:** To provide a sense of closure to the reader, ensuring the research paper feels complete and comprehensive.

Components of a research conclusion

1. **Restatement of the thesis:** Begin by restating the thesis or main research question, reflecting the insights gained from the study.
2. **Summary of main points:** Summarize the key findings and arguments made in the paper. This should be concise and focused, highlighting the most critical aspects.

3. Implications of the findings: Discuss the broader implications of the research findings. This might include their significance for the field, practical applications, policy implications or theoretical advancements.
4. Limitations of the study: Acknowledge any limitations encountered during the research. This demonstrates a critical and reflective approach to the research process.
5. Recommendations for future research: Suggest areas where further research is needed. This could involve new questions that arose from the study or unexplored aspects of the topic.
6. Final thoughts: End with a strong closing statement. This could be a thought-provoking quote, a call to action, or a reflection on the importance of the topic.

What are the research recommendations?

[Research recommendations](#) are a section of a [research paper](#) where the author suggests specific actions, areas for further study, or changes in practice based on the findings of the research. These recommendations are intended to guide future research, inform policymakers, practitioners, or other stakeholders, and contribute to the advancement of knowledge in the field.

Purpose of research recommendations

1. Guidance for future research: To provide a roadmap for future studies that can build on the current research or explore new aspects of the topic.
2. Practical applications: To suggest practical changes or actions that can be implemented based on the research findings.
3. Policy implications: To inform policy decisions or suggest policy changes.
4. Contribution to knowledge: To highlight potential areas where further investigation can contribute to the broader understanding of the subject matter.

Components of research recommendations

1. Specificity: State-specific actions or studies that should be undertaken.
2. Justification: Provide a rationale for why these recommendations are important and how they are supported by the research findings.
3. Feasibility: Discuss the feasibility of the recommendations, considering available resources, time, and potential challenges.
4. Impact: Highlight the potential impact of implementing these recommendations on the field, practice, or policy.
5. Prioritization: If multiple recommendations are provided, prioritize them based on their importance or urgency.

## Conclusion and recommendations in business

### Conclusion

In conclusion, this study provides a comprehensive analysis of the impact of corporate social responsibility (CSR) on consumer loyalty in the retail sector. The data collected from a sample of

500 consumers across various demographics indicates a significant positive correlation between

CSR initiatives and consumer loyalty. Specifically, companies that actively engage in environmental sustainability and community support programs tend to enjoy higher customer retention rates and increased brand loyalty (Smith, 2021; Johnson & Lee, 2020). These findings are consistent with previous research suggesting that modern consumers are increasingly valuing ethical business practices (Brown et al., 2019).

### Recommendation

Based on these findings, it is recommended that retail companies enhance their CSR strategies to foster greater consumer loyalty. Specifically, businesses should invest in sustainable practices, such as reducing carbon footprints and supporting local communities, as these actions have been shown to positively influence consumer perceptions and loyalty (Green & White, 2022). Furthermore, future research should explore the long-term impacts of CSR on brand loyalty across different retail sectors, considering the potential differences in consumer behavior and expectations. Implementing these recommendations could lead to a more sustainable and loyal customer base, ultimately driving long-term business success.

## 6.1 CONCLUSIONS

### Conclusion

In summation, the role of leadership and management can work in different capacities, yet be the same when developing an organization. Leadership is nothing if it doesn't build a systems-based management structure, and management would have no support without the work of leadership as the backbone of ideals.

A review of this chapter's major conclusions include:

1. Being ethically sound and sacrificing comforts for goals and objectives (classical ideals) makes leaders strive for innovation and the improvement of society (contemporary ideals).
2. Developing and systematically organizing hiring philosophies, institutional policies, budgeting processes, rewards, and decision-making styles are effective measures for managing organizations into the future.
3. Leadership and management are both the same and different.
4. Using the iceberg analogy and the five disciplines, leadership and management are both independent and dependent on each other, especially when achieving goals in a learning organization.

To offer parting words after this journey, it is important to understand that whatever leadership or management style is chosen, it has to relate to inherent beliefs. Essentially, the iceberg below the surface is not just made in one day, it is shaped and cultivated throughout life through natural and social occurrences, assumptions, and inherent beliefs. Leaders need to find their icebergs and self-reflect on what their beliefs mean to their leadership styles and how they develop their management strategies. As prospective leaders and managers in society, it is highly important to locate and cultivate a personal leadership style to become successful in a future society.

Leadership plays a role in an organization to motivate and encourage the employees to change in order for the organization to be able to sustain and adapt to the business environment, and to make sure the organization will improve and be innovative.

Effective leadership is essential in managing change and change is the only method to sustain the organization in the current business environment. As usual, change is hard for people, people will feel uncomfortable because of change and even sometimes deny the change, continue as they are, and be eliminated by society. Therefore, leadership can be a factor to motivate and encourage people to continuously make change and push them to change. Leadership plays a role in an organization to motivate and encourage the employees to change for the organization to be able to sustain and adapt to the business environment, and to make sure the organization will improve and be innovative. The case of Nokia, the giant that fell from the top to the bottom, is a cautionary tale on the dangers of failing to improve and should be remembered.

Effective leadership skills can help leaders gain the trust of employees, making other tasks easier to operate because the employees trust their leaders. This could make other parts of business management easier too, such as shaping the culture in an organization. A positive organizational

culture can bring lots of benefits to the organization, as a positive culture can encourage and motivate the employees in the organization to learn, communicate, and work with each other. A good culture in the organization not only provides a good working environment for their employees but also gives a sense of belonging to the employees and increases the commitment of employees to continue working in the organization. Innovative ideas will be produced when leadership motivates the employees to communicate with each other and share their thoughts.

Leadership skills also enable the leaders to lead their employees in the correct direction, by the organization's vision and mission. When an organization's leader leads the employees in the correct direction and motivates them to continuously improve and innovate, the organization's performance will surely increase and be able to sustain the organization in the current complex business environment. Hence, effective leadership is the main factor that brings change to the organization, if there is no leadership in the organization there will be no chance at all ([Atkinson, 2015](#)).

## 6.2 RECOMMENDATIONS AND FUTURE RESEARCH

Here are some recommendations and areas for future research on effective leadership as a change agent in international business:

- Communicate clearly  
Effective communication is essential for change management. Leaders should clearly articulate the vision, explain the process, and listen to feedback.
- Be adaptable  
Change agents should be flexible and ready to adjust strategies as circumstances change.
- Be a visionary leader  
A strong change agent can see the bigger picture and guide the organization toward it.
- Manage resistance with empathy and openness  
Leaders should be able to manage resistance with empathy and openness.
- Continuously improve leadership skills  
Leaders should continuously improve their leadership skills and knowledge to be competitive in the business market.
- Proactively plan change initiatives  
Organizations are more likely to succeed in their change management strategy when they proactively plan change initiatives.
- Engage employees  
Organizations should engage employees before, during, and after the change process.
- Consider leader tenure  
Leader tenure is related to follower resistance to change implementation.

Change agents must lead by example, motivating and inspiring others to embrace the change. Communication. Clear, open, and effective communication is essential for explaining the change process and addressing concerns. Adaptability.

Change is inevitable, a part of doing business in a world influenced by technology, globalization, and evolving customer demands. Change management has in recent years shifted from a specialty to be more of a leadership quality that affects how companies and teams adapt to shifting marketplaces and continue daily operations.

Whereas change management used to primarily focus on operational and/or process improvements and cost-effectiveness, it is now something that managers are using to think about how things get done regardless of institutional hierarchy. Organizations are looking to change agents to execute new processes and help employees adjust to new ways of doing things.

What is a Change Agent?

Change agents can be managers or employees, or external consultants hired to facilitate initiatives. Internal change agents have the advantage of being familiar with an organization's history, operations, and people, while external change agents can provide a fresh perspective without the influence of a firm's traditions and culture, according to Fred C. Lunenburg in his research article, "Managing Change: The Role of the Change Agent" in the *International Journal of Management, Business, and Administration*.

Whether an organization appoints internal change agents, hires outside consultants or does a combination of both scenarios, "the success of any change effort depends heavily on the quality and workability of the relationship between the change agent and the key decision makers within the organization," states Lunenburg.

## 5 Qualities All Effective Change Agents Have

Today, playing the role of a change agent has never been more important. Failing to do so has never been more costly. If changes are not conducted smoothly and regularly, what would be milestones in a company's growth could become morale disasters full of missed objectives and a lack of commitment from the people necessary to make change happen. To become a truly effective change agent, look to develop these five qualities:

### 1. Flexibility

Being open to change requires an entrepreneurial attitude. Leaders have to tap into their creativity and innovation to find non-traditional ways for a business to grow and exploit opportunities. This includes tapping into the creativity of others by connecting with people (inside and outside of the organization) of different generations and backgrounds to gain a deeper understanding of perspectives, experiences, and personalities.

### 2. Diversified Knowledge

Successful leaders avoid getting stuck in the confines of their industry. By looking at what is going on in other sectors and seeing what is working and applicable to their industries, leaders can gain valuable insights and spot new growth opportunities. To diversify knowledge, it's vital to develop curiosity as a life-long learner. Besides staying abreast of what is happening both inside and outside of the industry, gaining new knowledge through online master and professional certificate programs can help support change agent development.

### 3. Prioritization

In creating change, it's often helpful to tie specific priorities to the overall business goals. These are must-win battles that determine success or failure and are focused on improving the company's performance in the marketplace. Doing this will streamline decision-making and create a clear picture of how the company is measuring up to expectations. Identifying and understanding external market drivers and disruptors can help to set the internal priorities that determine actions, leading to results.

### 4. Accountability and Responsibility

People respect courage and accountability. To lead effectively, executives and managers need to ultimately hold themselves responsible for their team's performance. They may have to make decisions that go against dissenting opinions and may cause conflicts, but doing so with conviction and ownership of the consequences will ultimately demonstrate that their intentions are motivated by the best interests of the company, thus gaining the trust of their people.

### 5. Effective Listening Skills

Effective change agents can explore perspectives and take them into account when looking for solutions. This starts with listening. No one wants to feel that change is happening *to* them; people want to be emboldened to drive change and feel that others are listening to their ideas. Leaders who listen will develop stronger relationships with their people by gaining trust. This trust will help in getting buy-in for change.

How can leadership better support changes in the future?

Follow these five steps to help you effectively facilitate change through leadership:

1. Establish a baseline. When working toward changes and improvements, it helps to evaluate and measure the starting point or baseline conditions. ...
2. Communicate goals and strategies. ...
3. Measure progress. ...
4. Encourage success. ...
5. Maintain changes.

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## CHAPTER 7

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