The Changing Nature of Organizations -  
A View of Leadership

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Abstract

In this introduction to a paper on leadership development. We argue that leaders in the 21st century need to recognize that building their organization leadership capabilities is going to be major differentiator for future success. We emphasize that organization that does not have properly structured leadership development processes in place will be at a disadvantage. Organizations that take leadership development seriously outperform the competition. Furthermore, we also force that as the world is changing, leadership is no longer defined by what a single leader does (the “great man” trait theory) but by the ability to collaborate, motivate and to manage network. In this days and highly diverse teams, matrix structure and global organizations. We suggest that due to the changing nature of the organization- a more distributed view of leadership will be needed thus shifting the focus from the traditional single leader to an intricate and complex web of leaders who possess a range of abilities and experiences necessary to insure that the leadership functions carried out to the benefits of the organization.

From what I have learned from my own experiences, I argue that the best approach to developing leaders is through various forms of self-assessment, action learning and apprenticeship activities.

Keywords: Leaders and leadership development, learning, distributed leadership, network building, boundaryless organization.
1. Introduction
This paper focuses on leaders in a business or organizational context, and views leaders as key players in both devising and implementing organizational strategy. It considers how existing theories and frameworks help to address the question of what exactly makes a leader effective in a business or a working environment.

Some concepts and models clearly derive from, and apply to, other areas of human activity such as politics, sport and warfare. The notion of leadership provides an enduring fascination – not only to academics such as psychologists and political or social scientists, but also to journalists, biographers, authors, dramatists and film-makers for whom it provides a rich source of material both factual and fictional. As we shall also see, many terms and metaphors associated with the study of leadership derive from sporting and military contexts. However, when we enter the more usual organizational arenas – businesses, public sector and governmental organizations, non-profit-making organizations such as charities – we tend to encounter the term ‘manager’ more frequently than the term ‘leader’ as the one to describe such key players. It is therefore important to start by considering how far these two related concepts, leadership and management, overlap.

2. Why is Change Needed for Organizations?
Many researchers and scholars talk about the importance of organizational change in different ways. Some author said its good for successful business and give a competitive edge in this era of high competitions, and some claim that changes are necessary for survival. Our research area is to investigate the relationship between successful organizational change and the role of leadership on basis of his/her characteristics/variables, which we already discussed in paper. Before going to explore and establish this relationship it will be better to discuss why change is needed in fact for organizations, what its significance is? And what a leader can do to bring a successful organizational change.

The simplest definition of successful organizational change is the organizational change which gets its goals and targets successfully on which the change initiation process is based (Orlikowski 1996) our definition is the same, while we use the term successful organizational change in our thesis. The level of organizational change and the kind of organizations that take an initiation to implement the change is not the concern of this paper.

3. The Organization
The term organization is a very broad term and can be described in multiple ways. Traditionally an organization is intentionally designed social unit that consists of a team or a group of people that work together for the benefits of an organization on a continuous basis to get the organizational targets and goals. For example the manufacturing and service firms are organizations, and so are schools, hospitals,
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churches, military units, retail stores, police departments, volunteer organizations, start-ups, and local, state and federal government agencies (Hatch 1997). Organizations can be located in the public sector or in the private sector, they can be unionized or not, they can be publicly traded or they can be privately held. If they are publicly traded, senior managers typically are responsible to a board of directors, which may or may not take an active role in, how the firm is running. The managers themselves may or may not own shares of the firm. If the firm is privately held, Firms can also operate in the profit or the non-profit sector (Robin & Langton 2010). Senior and Fleming describes organization as a combination of individuals, people or groups trying to influence others to achieve certain objectives by using different processes and technologies in a structured way. They May consists of social arrangements of certain groups in a formal way to achieve certain objectives and having well defined boundaries and limitations (Senior & Fleming 2006). So the organizations can be taken as group of people, team or social entities that are structured, goal directed and to work for a common task by sharing and coordinating their knowledge, skills experiences and activities.

4. The Organizational Change
Organizational changes mean that organizations are undergoing / and or undergone transformation. It may be define their success story or any type of experience or failure (Hage, 1999). The organizational change is the set of different actions that results shifting in directions and/or processes that affect the way in which organizations work before (Hage, 1999). The need for organizational change starts when organizational management feels dissatisfaction from the current situation. Organizational changes may be planned or unplanned but in both cases the organizational changes are very important and sometimes become crucial to handle the changes. Leadership planning and vision is most important. The planned changes are more related to the management in which management put deliberate effort to make something happen. Strong commitment and systematic approach is required in planned change and the most important thing in planned changes are based on the vision of leader and stated objectives. Changes may affect the strategies, tasks, or factions within the organizations. There are different kinds of changes according to the nature of organization and its environment, some organizations adopts small changes (incremental changes) while others may go deep towards the organizational transformation usually known as corporate transformations (radical changes) which requires the changes in broader scale and are difficult to handle. (Boston.MA, 2000) There are further three phases of organizational change which organizations usually adopt. These are unfreezing, moving and refreezing. (Senior & Fleming, 2006) Unfreezing is about changing the attitudes and behavior of the employees and working environment. This is very important type of change because while going through any type of change it is important to create a need of change among all the participants.
The leader’s role is also very important in unfreezing because it requires a well-structured way of implementation the change by managing the behavior and attitudes of people working together. It also requires strong commitment of all the people to work together for a stated common vision. Moving is the next phase in which organizational top management identifies, plan, and implement the appropriate strategies. In this phase it is also decided that either organization has to go for incremental or radical changes. The vision of the leader is also very important for planning and implementing the strategies. All the strategies are shaped in the moving phase. The next step is to refreeze the change situation in which leader assists in stabilizing the changes so that it becomes integrated into status quo. This is most important to understand for the leaders that how to refreeze the changes because if refreezing is incomplete or not mange properly the change will be ineffective and the pre-change behaviors will be resumed. Refreezing always encourages the possibilities of the further changes.

The leadership qualities are very important for organizational changes because it is most important to handle the resistance, confusion, exploration and commitment of management. There are some predictable behaviors associated with the change stages and the effective leader always perceive these changes in efficient manner and respond appropriately to get the teams commitment. Change leader is always associated with the planned change and constructively deals with the human emotions (Senior & Fleming, 2006).

5. Conclusion
The organizational change in brief, is an intentional effort made by organization leader/leadership/manager to take the organization towards betterment. There could be many reasons or motivations behind the change process, including external or internal pressures for change, technological, social or economic factors. Moreover the vision of an organizational leader/leadership and its innovative ideas can also be reason behind the organizational change process. As a result, which we conclude under the light of scientific articles, journals and books, we believe that organizational change which are based on leader’s vision and then followed by his/her innovative approach to get this vision, has a relatively strong and closer relation with improved organizational performance and leads to possible innovation. We can see that how leaders come to the scenes and convert the local small units into multinational companies by their vision and innovative steps.

References
