A STUDY ON RE-ENGINEERING LEADERSHIP IN COVID-19 SCENARIO WITH RESPECT TO THE CORPORATE WORLD

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──────────── **ABSTRACT** ────────────

A few years ago, the goal for which Human Resources Management was created was to make it possible for any organization to meet its strategic goals by selecting, developing, maintaining, and effectively managing the human capital, being the most invaluable entity of the organization's three assets. With a shift in gear in the business atmosphere and the environment as a whole. It has become essential to re-engineer leadership to meet the needs of demanding time that is existent and that lies ahead. The leadership strategy is being designed to engage and lead in the new normal, enabled by technology and at the same time being able to cater to the human-centric demands. The pandemic has made a vandalizing impact across globe. For academic purpose the Impact of COVID-19 has been widely divided into Economic and Social Impact. Amid the crisis, what remains as a constant are the leaders and what needs a re-engineering is their way of leading. The leadership edge can be classified into 3 major buckets for ease of study: Strategic, Organizational and Human Factor. The very task of managing a multigenerational workforce is as challenging as managing the COVID-19. The current structure of workforce includes: The Silent Generation, Baby Boomers, Generation X, Generation Y and Generation Z.

The leaders would be required to take efforts to prepare Gen Y to become the next-gen leaders. This would require a deep dive into what would Gen Y and Gen Z's leadership styles be when they take up leadership roles within an organization.

Keywords : Human Resource, COVID-19, Re-engineering, Leadership, Gen Y, Gen Z

INTRODUCTION

Human resource management primarily means the process and system of formally managing the people working in an organization. Edward Gubman observed in the Journal of Business Strategy that "the basic mission of human resources will always be to acquire, develop, and retain talent; align the workforce with the business; and be an excellent contributor to the business. Those three challenges will never change."

Human resource managers have always contributed in the overall development and growth of trade. But with the dynamic revolution in the corporate atmosphere, especially with COVID-19, the challenge has increased immensely. COVID-19

has put new pressures on leadership. Hence, it is quintessential for the Human resource professionals to re-engineer leadership in order to stay strong and relevant in the market.

The leadership of organizations have been put to hard-hitting tests since the onset of the pandemic that the world faced. To be able to emerge from this crisis stronger and more resilient, it is crystal clear that the leadership needs to re-think about their method of leading and this requires prioritizing purpose, trust, empathy and inclusivity.

RATIONALE

The intention behind selecting 'Re-engineering of leadership in COVID-19 scenario' as the subject of this paper is motivated by the academic value of the topic and need of the hour to re-engineer leadership in order to come back stronger given the prevalent pandemic.

ABOUT LEADERSHIP STRATEGIES

In the recent years, it has been observed that there is a significant change in the fundamental reassessment of human resource strategies and structure. It has a lot to do with the shift in the demographics of our society and the country as a whole. With millennial coming in the work-force, and pumping in their prolific energy, there has been a noticeable change in the strategies that the organizations have adopted and built on. It is important to make note of one such strategy, i.e the leadership strategy.

The leadership strategy is being designed to engage and lead in the new normal, enabled by technology and at the same time being able to cater to the human-centric demands.

Leadership essentially means that no one is left behind. With multigenerational workforce coming in, the leaders have more role to play. Just as different as Millennials, Gen X, Gen Z and Baby Boomers are. This study explores how leaders can cohesively leverage unique strengths across generations.

SOCIO ECONOMIC IMPACT OF COVID-19

The pandemic has made a vandalizing impact across globe. For academic purpose the Impact of COVID-19 has been widely divided into Economic and Social in the conceptual model. Social Impact Observing social distancing Avoiding Social gathering No pear to pear contact Loss of Business Activities Decline in Production Loss of Jobs Low Demand
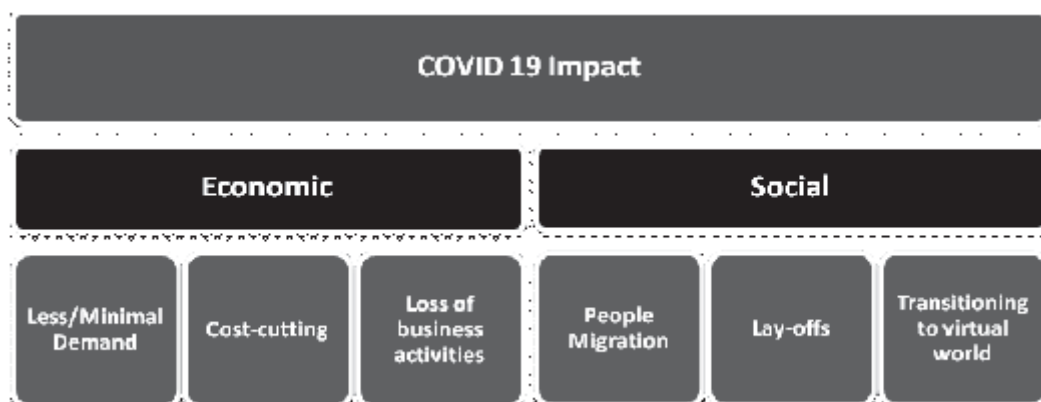
Figure 1: Conceptual Model: Socio Economic Impact of COVID-19

LEADERSHIP FRAMEWORK IN HUMAN RESOURCE MANAGEMENT

Leadership Styles

Leadership styles in Human Resources Management is mainly defined by the culture of the company as well as the leader's values, skills, and the given situation that might favour a certain style over others. Based on marketing theories and assumptions, various leadership styles are derived and deployed according to the above mentioned factors.

The Autocratic Leader

This approach to leadership is characterized by the leader's complete control of the employees' actions and task performances in the sense that the team has little, if not no, say in decision making. Leaders, in this case, usually give directions and expect outcomes rather than negotiating or taking roles in teamwork. Autocratic leadership may prove to be useful in some situations where the organization operates under pressure.

The Democratic Leader

In companies where the human resources department is managed by a democratic leader, employees' participation in decision making is highlighted. Workers, for instance, have a moderate space of freedom to determine the ways certain tasks are to be accomplished; they can even select the people who might perform those tasks, while the leader keeps his/her sights over his/her team performances and intervenes whenever need be.

The Charismatic Leader

Charismatic Leaders are good listeners and speakers who pay great of their consideration to their surrounding environments. Their mastery of verbal and body language makes them persuasive. Besides, they are very attentive in listening to the person they converse with making that person charmed by them. Charismatic leaders also are vigilantly aware of the environment within which they operate, and are good at uplifting the self-esteem of the workers.The Charismatic leader gathers followers through dint of personality and charm, rather than any form of external power or authority. Charismatic leaders usually work on building up the concept of "group" within which they try to fuse themselves along with their employees, a fact which makes the followers less individualistic in their performance and strongly committed to the service of the group at large.

The Participative Leader

The participative leadership is one of the most favoured styles of leadership among organizations. It is also referred to as management by objectives, joint decision- making, and power-sharing. The human resources department that adopts this style seeks to involve its workers in decision making process in order to foster their commitment and collaborative spirit.

The Transformational Leader

Transformational leadership style is an inspiring technique that injects enthusiasm and passion toward work in the souls of workers. The latter usually appreciate transformational leadership style because it uplifts their professional experience and nurtures them with passion toward their job. The transformational leader usually starts with the development of a vision, a view of the future that would excite and convert followers into potential leaders. This vision may be developed by the leader or it is already set by the organization's strategy.

The Servant Leader

The servant leader style is a current approach to leadership that has been wildly talked about recently by many Human Resources analysts. As its name implies, a servant leader is meant to serve the needy led by helping them to improve their professional performance and achieve remarkable outcomes. Spears, L. C. for instance, argues that "listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to growth of people, and building community" are the pivotal touchstones that make of a given person a servant leader. In short, the form of leadership is characterized by the leader's complete devotion to the led.
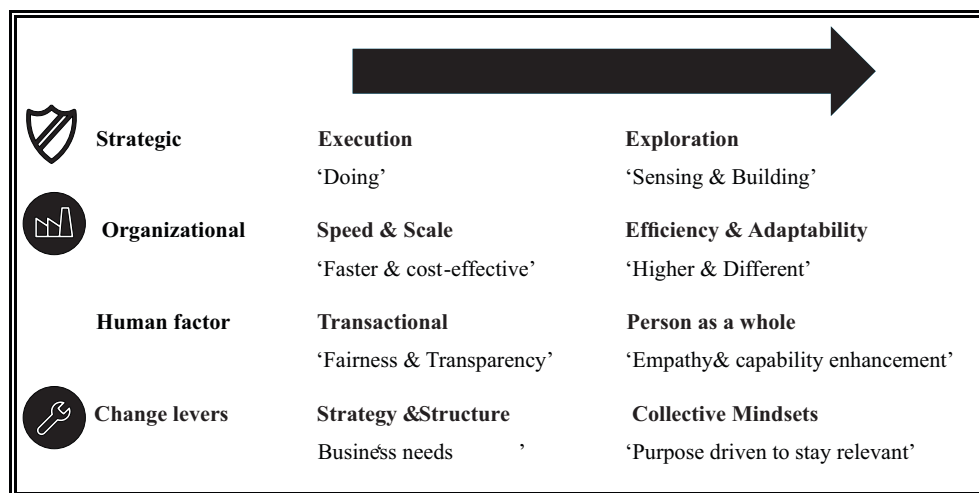
The Laissez-Faire Leader

Laissez-Faire leadership stands on the other side of the autocratic approach. The laissez-faire leader usually exercises little control on his/led. S/he so does because he trusts his/her team's high proficiency and expertise. That is, this method of control is most likely operative in organizations where workers have already reached a discernible level of professional experience along with awareness of the culture of the organization. Again, there are situations where the Laissez-Faire approach can be effective. Indeed, the Laissez-Faire technique can be successful with skilled workers, known for their excellent work history.

The New Leadership edge

In today's time, several forces are pressurising the organizations to change be it technology, business modules, the pandamic, public policies or even individuals who form a part of the workforce.

Amid the crisis, what remains as a constant are the leaders and what needs a re-engineering is their way of leading. The leadership edge can be classified into 3 major buckets for ease of study. Starting with Strategic. In the strategic edge, post COVID era was limited to doing or meeting a certain number. However, the on-going or the post COVID era demands a exploring the unexplored by sensing what lies ahead and building on capability to foster a dynamic workforce. Then comes Organizational, where accuracy, speed and large scare were considered as success factors. But with changing times, efficiency and adaptability have added more value to the organization's functionality. Followed by Human factor, which is the most essential edge as people lead to profit.The

		Execution	Exploration
🛡	**Strategic**	**Execution** 'Doing'	**Exploration** 'Sensing & Building'
🏭	**Organizational**	**Speed & Scale** 'Faster & cost-effective'	**Efficiency & Adaptability** 'Higher & Different'
	Human factor	**Transactional** 'Fairness & Transparency'	**Person as a whole** 'Empathy& capability enhancement'
🔧	**Change levers**	**Strategy &Structure** Business needs ,	**Collective Mindsets** 'Purpose driven to stay relevant'

Figure 2: Conceptual Model: The New Leadership edge

human resources were more in a transactional space, in terms of being fair and transparent to them about the organization's expectations, their performance feedback and more. However, with COVID, and home being the new workstation, it is time to level up and empathise with the challenges they are facing not only at a professional front but also at a personal front.Capability enhancement becomes quintessential for the workforce of today to be ready for future.

With the on-set of COVID-19 pandemic, we have seen a shift in the change levers in the leadership structure. Earlier, the cause of change was limited to the business requirement. However, with the dynamic time, what drives change in leadership strategies and decisions is the purpose drivenmindset to stay relevantin today's time, as the challenges now are far more demanding and unpredictable. It is beyond managing people and profit.

COMPARATIVE STUDY (PRE-COVID LEADERSHIP VS RE-ENGINEERED LEADERSHIP)

It is crucial for us to comprehend the course of change over the period, in terms of how the leaders have managed their people, in order to design future centric workforce by re-engineering leadership.

For the ease of understanding the study has been categorized into five major buckets, namely

- The Silent Generation- The ones born in the year 1925-1945.

- Baby Boomers- The ones born in the year 1946-1964.

- Generation X- The ones born in the year 1965-1979

- Generation Y- The ones born in the year 1980-1995

- Generation Z -The ones born in the year 1996 onwards.

Adam Kingl shared his perspective on how to lead a multigenerational workforce.He focused on how many employers did each generation of any family had. Starting from Grand-parents (The silent generation),Parents (Baby Boomers), Gen X and Gen Y have or are having? The answer is clear, Grand-parents would have had only one employer, throughout through their life. While, parents would have had a maximum of two employers. Coming to

Figure 3: The Generation Bifurcation Timeline

1996 onwards
Generation Z

1980-1995
Generation Y

1965-1979
Generation X

Y1: 1980-90
Y2: 1991-95

1946-1964
Baby Boomers

1925-1945
The Silent Generation
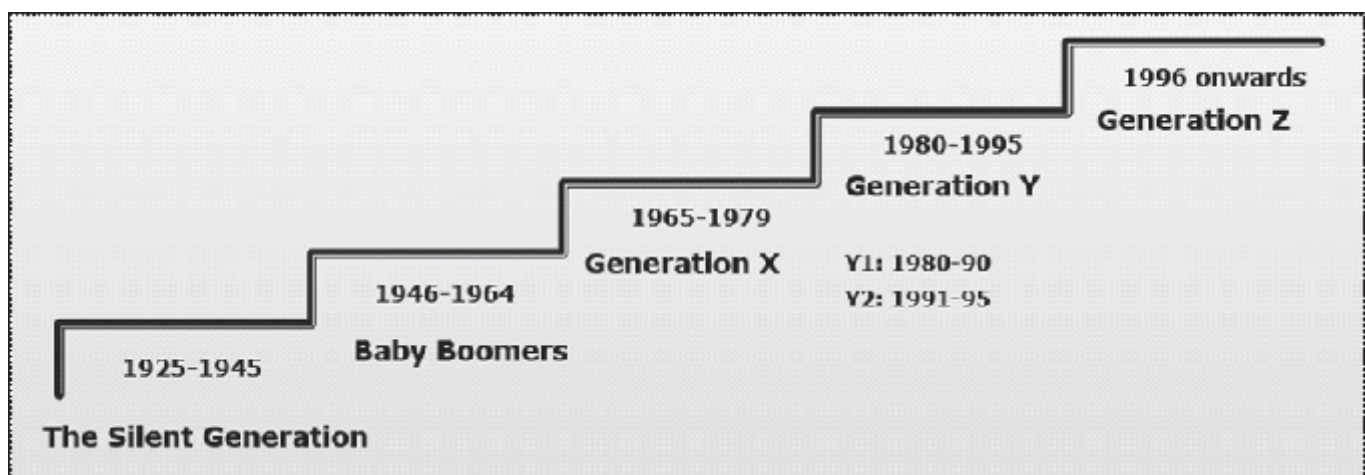
the Gen X, most of them would have had three employers. Gen Y, most of them would have had three or more employers, so far. This evidently draws attention as to how are the generations ready to jump ships.

He brings us to a question for Gen X and Gen Y that how long do they expect to stay with an employer? This question arises because we now interact with people who have different expectations, who behave differently, and work in decentralized and networked environments. The leaders would be required to encourage the younger generation in the workforce to aim to become leaders in the same organization by drawing a career progression chart for them.

It also essentially drives us to the question that what are the most important factors in choosing an employer? This question ascends due to given the rapidly changing workforce. Our leaders would be required to include a sense of purpose, inclusivity and empathy by bringing in alterations in the culture of the organization. They would also be required to focus on traits that will be needed to lead in the future by enhancing intergenerational dialogue to understand the needs and demands of the millennials and Gen X, Gen Y And Gen Z workforce.

The leaders would be required to take efforts to prepare Gen Y to become the next-gen leaders. This would require a deep dive into what would Gen Y and Gen Z's leadership styles be when they take up leadership roles within an organization. Laying prominence to Innovation, collaboration, being diverse in terms of choosing workforce, change in feedback mechanism by including coaching and mentoring would be remarkable steps in this direction. The leaders would also consider Flexi working hours, open door policy or even more systematic and periodic leader connect to understand the pulse of the team members.

CONCLUSION

Change in the demographics of the society and our country as a whole has made it challenging to lead a multigenerational work-force. In this context, the leaders will have to re-frame career conversations with their employee. Since the younger talent is now less loyal, more mobile, less constrained, and more willing to jump ships. The focus should be on progression rather than promotion. Period training to develop the individual. While the younger talent is now less loyal, they are more connected, more informed and are ready to strive more. Hence, this is the right time to capitalize their strengths.

According to a research at Princeton University, when a group of youngsters were asked, "What would be your focus, if you were a leader?" 11.5%

Figure 4: Conceptual Model: Re-engineered Leadership Focus
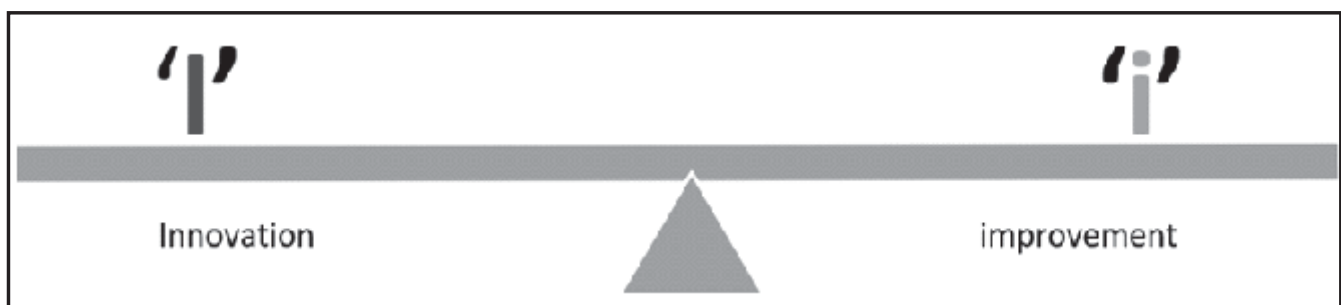
mentioned they would focus on how business is trading. 11.5%mentioned they would focus on the global growth of the business. 33% said they would focus on retaining an entrepreneurial perspective. 43% said they would focus on renewing personal and organizational mission. However, 1% respondents said they would focus on the financial worth of the business. Organizations have become more conscious about their people management. Hence the leadership has become more about 'I' / 'i'. While the capital I here, represents Innovation, the small i signifies improvement.

While leading the multigenerational workforce. The most common question in How to lead a multigenerational workforce and succeed in it?

Basis my study and the prevailingscenario, the leadership should be purpose driven. With change in momentum, coaching and mentoring becomes a necessity for the work force to adapt and to be ready for the future by providing the right set of training. To lay emphasis on agility is important to stay relevant. With home becoming the new work-place it is important to grant work-life flexibility as the employees are multi-tasking at the same time. Drawing a career path for individuals who have invested their time in the organization for more than 3 years, comes in the purview of the organization's leadership.

- Vision 2050 is to transform the workforce from Human resource to human capital by capitalizing on their strengths and by polishing their skill sets.

- One of the most vital elements of Vision 2050 is to see more women practitioners in the leadership position, by breaking the glass ceiling.

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