

Challenges of Global Leaders with Special Reference to Covid-19 Virus Outbreak

Dr. Teena Mishra

Assistant Professor, PSSCIVE, Bhopal, Madhya Pradesh, India

ABSTRACT

Since globalization, technological changes and advancement in business, global business practices are in demand of various abilities and skills of leaders & innovative leadership styles. Before COVID 19 Pandemic businesses were growing rapidly and concerned about the skills and future abilities of leaders. To compete in the market they need to change according to circumstances. In the business, it is mandatory to make ready employees as leaders at every place of business. There is a need to decentralize the business. Thus, these leaders can be called 'global-ready leader'. Due to COVID 19 outbreak business again understands the importance of 'global-ready leader' in a new form. Global leaders are facing challenges to facilitate the synthesis of divergent viewpoints across the world. We are in the knowledge era, thus it necessary to give knowledge about the business and disseminate information easily and quickly to the customers as well as employees. Most organizations are working on the internet, smartphones and other new technologies. This new realm of the organization is dependent on the employees and their competencies. Leaders need to be trained from time to time as they cannot be trained overnight. In the globalized business market developing global leadership is the key to success. Organizations are preparing strategies, innovative processes to reach business across various countries. This research paper stresses the challenges facing by leaders in the global arena due to COVID 19 Pandemic. This paper also highlights the change in leadership in the pre and post-COVID 19 Pandemic.

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KEYWORD: Global ready leaders, change leadership, business practices, COVID 19

1. INTRODUCTION

In today's turbulent and competitive environment global business facing many challenges ie., rapid change and growth, Uncertainty about the future, economic management, performance monitoring, regulation and compliance, competencies and recruiting the right talent, technological change, customer service etc. In global business, there is high cultural diversity. To do global business it is necessary to understand the culture of every geographical business area. Thus, there is required for more leaders at every walk of business. Also, transformational leaders are in great demand. Transformational leadership means an effective leader who can do four things: -

1. Who inspires for the future
2. Motivates and inspires, manage
3. Delivery of the vision
4. Coaches and builds the team

2. Meaning of Leadership

There is no single understanding of leadership. According to Dwight D Eisenhower, "Leadership is the art of getting someone else to do something you want to be done because he wants to do it.". Bill Gates defined, "As we look ahead into the next century, leaders will be those who empower others." It is the art of motivating a group of people to act to achieve a common goal. There are numerous definitions of leadership. With the definition, there are several opinions of researchers regarding leadership. Various people see leaders

as those with power and position. This makes, narrow vision of leadership means few people are doing leadership.

According to Ralph Nadar, the function of leadership is to produce more leaders, not more followers." Despite several views and definitions of leadership, it can be understanding as those activities that make an influence on others. It is all about making an influence on others. Leading by command and control is the lowest leadership. Thus, it is necessary to create more leaders, not more followers. Nowadays there is increasing globalization and demanding customers which increased risk and opportunities. It is very difficult to handle risks and opportunities. Thus, global business always works to stand their leaders at every corner of the market. They represent organizations as an owner of the business. They are trained by the organization to tackle risk and opportunities at right time. Due to the diverse geographical area, it is required to make ready global-leaders for every situation which they have to handle. Global means the whole world. Global is relating to all aspects of a situation. Leadership includes a holistic boundary spanning the world to tackle diverse cultures. Global-ready leaders play an imperative role to explore the horizontal relationship. Organizations are focusing to make ready global-ready leaders face any type of challenges. Due to complexity in the business organization need to develop strategies that enable business opportunities. Organizational top management

involvement plays a vital role to create strategies. Organizational vision, strategy and policy are closely interlinked. Organizations set the direction to achieve the goal. Thus, there is a need to implement the right strategy at right time. It is also required to set flexible policies and strategies so that it can be changed according to the situation of the environment. Due to the dynamic world leaders have to face different situations and sometimes there is a need to change strategy. For the implementation of strategy active involvement of senior leaders is very significant. Due to various viewpoints of leadership, it is difficult how to implement global leadership. Researchers are researching finding various ways to implement global leadership. Thus, it is also necessary to understand leadership. Leadership is not a position. Leadership is the ability to influence others. In the global scene, there is a need to create more leaders, not more followers.

2.1. Objective of the study

- To explore the challenges facing by leaders in the global arena due to COVID 19 Pandemic.
- To highlights about the change leadership in the pre and post-COVID 19 Pandemic.

3. LITERATURE REVIEW

3.1.1. Global Leadership during Pre-Corona-Virus Period

The global market includes foreign as well as domestic markets. It includes the whole world or relating to all aspects of a situation. Thus, global leadership goes therefore beyond 'culture' and includes a holistic boundary spanning the world. Due to globalization, there is increasing complexity and diversity in the business. Global complexity deals with task context. This increases variety, interdependence due to culture. Customer diversity deals with different markets, governance, structure, employee background, motivations, legal system etc. Global connectivity is related to the relational context. Global leaders work in global activities that need to be aligned. They have to span organizational, cultural, political and institutional boundaries. According to Osland and Bird (2006), global leadership is said to differ in terms of the matter related to complexity, ethical challenges, building a learning environment, boundary-spanning etc.

Leadership development is a typical topic Global leadership is a challenging task. This becomes important for international business. There is a clear recognition of the link between Global leadership initiatives and overall business performance; most organizations fail to develop global leaders. According to Global Human Capital Trends 2014 engaging the 21st-century workforce need to develop for the organizations. Due to the huge geographical area of business, there is a need to develop more leaders. Prewitt James researched leadership and described how leadership skills necessary in a dynamic, global environment. Leadership is not a position just like management. According to Yukl 1998, leadership is an observable, understandable, and learnable setup of skills that can be learned by doing the effort. Leadership is the ability to influence others. It involves creating a vision of the organizational future, formulating a strategy for achieving that vision and communicating that vision to all members of the organization. A leader can take people and organization in a new direction with their leadership abilities.

3.1.2. Challenges of Global Leaders

Global-ready business leaders play an important role to explore the horizontal relationships of our interconnected world and the global economy. Many managers are trained to think vertically- that is to think within the boundaries of their department, organization and country. Global dynamics demand horizontal thinking. The world is flat, therefore there is a need for horizontal thinking. Global leaders meet challenges that need to think on divergent viewpoints across different locations promptly. Due to changing competitive scenarios, the leadership capability requirement of global business is also influencing.

Maryam researched how to extend effective global leadership. For research, they used a qualitative method involving in-depth interviews of participants. Global leadership means a leader who works on a global stage with a diverse environment. Due to a shortage of global leaders, organizations need to increase more global leaders. For this, they need the right opportunity to develop their knowledge, skills, abilities and other personality characteristics (KSAOs) to work effectively as leaders on the global stage. To compete globally leaders are providing training on new software and equipment. They also need leadership skills. In this respect, Morrison (2000) stated that by using a multi-disciplinary approach, leaders can understand the communities where the organization is present and able to motivate people of different cultures. Domestic leadership models do not work in another country all the time. To develop a global leadership model organization must understand how the model should be structured to take into account the need for culture, global strategy, and the development of leadership competencies that are mandatory to move the organization forward in a competitive manner.

Various organizations develop a universal global model for leadership that works globally. It helps to integrate their organization into the global economy while at the same time it helps to accomplish goals for a particular organization. According to Jokinen (2005) due to globalization leaders need to make a change in the organization to meet the challenges. Bueno and Tubbs described leadership competency areas are behavioral, cognitive and attitudinal. There are different leadership styles and actions which differ across cultural and organizational boundaries. Due to this Carey, Newman and Mc Donough (2000) suggested that there is need of global leadership model that make enable leaders to work in all the culture in which business is operating. Nowadays every leader i.e. political leaders, corporate leaders or civil society leaders- has to act within the dynamic system of global pressure and trends. According to the World Economic Forum (WEF 2016), Global challenges of leadership are to turn these risks into opportunities. According to Jokinen (2005) due to globalization leaders need to make a change in the organization to meet the challenges. Bueno and Tubbs described leadership competency areas are behavioral, cognitive and attitudinal.

To give direction, alignment, and commitment to global responsibility, the development of leadership practices play a vital role. In the global business leaders face challenges in using the global responsibility framework. The organizational system continuously needs to develop strategies to foster growth and innovation. Organizations

need to create a vision for global responsibility in their values, core business strengths and demands. They need to develop a strategy that enables business opportunity and environmental good. They also need to develop specific policies that support the strategy. The elements of vision, strategy and policy are closely interlinked thus it takes flexibility and continuity to set new directions effectively. Flexibility is required to develop policies and strategies so that the challenges of a dynamic environment can be dealt with effectively in every wake of business.

3.1.3. Global Leadership during COVID 19 Pandemic

Various challenges are facing by the global leaders during the covid 19 pandemics. The business organization needs to balance the work with the comforts of the leaders. Before March 16, organizations were thinking and observing about coronavirus crisis but the business working was as usual. After the government order, stay-at-home everyone changed their priorities. The primary concern was the safety of employees, colleagues, customers and their families. Create a normal life is the biggest challenge for leaders. For this they should have to mentally and emotionally strong. To manage the organizational system, they should have to understand the situation and search for the best alternative for the proper flow of work.

To build global responsibility, a company needs a long-term vision. This vision should be rooted in the core business of the firm. During COVID 19 uncertainty in the business increased. There is a need to take into account the strengths of the business and focuses and knows the demands of a variety of stakeholders. The vision is a joint effort that takes into account the demands and knowledge of its leadership team across the globe. Creating a vision helps organizations to develop the right policies and strategy and prioritize the activities that are undertaken by it. By creating a globally responsible vision strategies are developed to achieve it. The need arises to develop two types of strategies. There is an urgent need to have a short-term strategy to check this pandemic. And, the long-term strategy is to prepare plans ready to struggle with this kind of pandemics in the future. Strategies are developed to gain opportunity, social good, environmental protection and to achieve long-term goals. Specific policies are developed to support global responsibility serves to link vision and strategy to the organizational system and day-day operations.

Due to a dynamic work environment, new rules and systems works and processes should link together. Organizations utilize a process of small but steady steps towards the achievement of key goals. Formal vision statements, strategies and policies don't need to precede socially responsible actions. Organizations can develop a formal strategy after getting familiar with global responsibility. The implementation of basic practices works as a push factor for global responsibility. According to demand for social responsibility drives environmental action which will encourage integration into the business model and support strategies and policies for possible direction. Top management support is very important to tackle the situation of this pandemic. Senior leaders must show active and consistent support for the implementation of strategies. Top management plays a key role in an organizational transformation. In the change development process also, top management plays a major role.

Top management and sustained commitment from executives is a continuous and strategic re-orientation effort. Changes can also be brought up from the bottom up but top management support is very important. Top management creates visibility and awareness of global responsibility inside the company and doing the hard effort. When top management has to face challenges then, they are doing an effort to reduce cost and risk and always making effort to overcome difficulties with sustained stakeholder engagement. Due to the increasing complexity in business, there is a requirement for leaders who can cope with such situations. Nowadays there is increasing globalization and demanding customers which increased risk and opportunities.

Thus, organizational leaders work well to overcome any type of difficult situation. Global responsibility is adopted by leaders to deal with various challenges of business, especially during the pandemic period. Corporate responsibility and sustainability are the new ways to gain a competitive advantage. For the growth and innovation in today's globally responsible leadership organizations are focusing on how to gain a competitive advantage. Thus, there is a need for alignment of visions and goals between leaders and organizations. For this, there is need of configuration of resources, decision making criteria, stakeholder engagement, development of supporting policies and development of globally responsible mindsets. To face these challenges leaders, need to do in a new way. Global responsibility can be described as corporate social responsibility, sustainability, corporate citizenship, corporate stewardship and the triple bottom line (people-planet-profit.). Global responsibility suggests the business has a duty and strategic interest in innovation and in integrating the interest of stakeholders. Therefore, to cope in such a terrible situation and compete in the business environment, strategic planning and implementation are required.

4. Research Methodology

The purpose of this research is to explore the challenges facing by leaders in the global arena due to COVID 19 Pandemic. This is an exploratory research paper. For the study, various secondary qualitative data has been used from articles, journals, books, and online sources.

5. Findings

Challenges facing by leaders in the global arena due to COVID 19 Pandemic are:

- Challenge is to balance the work with the comfort of leaders.
- Create normal life normalcy may be the most challenging job of a leader.
- Mentally and emotionally strong.
- Consistent communication.
- Accept the flow of new ideas in the organization.
- Search Solutions and alternatives to work.
- Think from different perspectives.
- Stay adaptive and communicative.
- There is the challenge of how to maintain visibility and influence in the organization with limited interaction.
- There is an urgent need to have a short-term strategy to check this pandemic.
- The long-term strategy is to prepare plans ready to combat this kind of pandemics in the future.

Change leadership in the pre and post COVID 19 Pandemic.

- Increased globalization and demanding customers increased risk and opportunities for business leaders.
- Business leaders have to work at every corner of the market so that decentralize the business. Thus, these leaders can be called 'global-ready leader'.
- Leadership includes a holistic boundary spanning the world to tackle diverse cultures.
- Due to complexity in the business organization need to develop strategies that enable business opportunities.
- Due to the dynamic world leaders have to face different situations and sometimes there is a need to change strategy.
- In the global scene, there is a need to create more leaders not more followers.
- Leadership is the ability to influence others.
- It involves creating a vision of the organizational future, formulating a strategy for achieving that vision and communicating that vision to all members of the organization.
- Provide training to global leaders on new software and equipment.
- The multi-disciplinary approach by the leaders.
- The components of vision, strategy and policy are closely related to each other and therefore it takes flexibility to set a new direction.
- Global responsibility suggests the business has a duty and strategic interest in innovation and in integrating the interest of stakeholders.

6. Limitations of the study and future scope

This research study gives a theoretical approach to the challenges facing by leaders due to COVID 19. It also highlights the practical implications for the future of the business organization. COVID 19 is a new theme therefore more research is required in this field. The limitation of the study is that it is based on qualitative data only and it has no empirical implications.

7. Conclusion

This research study explores about the challenges facing by global leaders due to COVID 19 outbreak. Before COVID 19 Pandemic businesses were growing rapidly and concerned about the skills and future abilities of leaders. To compete in the market they need to change according to circumstances.

In the business, it is mandatory to make ready employees as leaders at every place of business. There is a need to decentralize the business. Thus, these leaders can be called 'global-ready leader'.

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