LEADERSHIP DURING TIME COMPLEXITY AND CHANGES AREA: HUMAN RESOURCE

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ABSTRACT: This paper presentation titled, "Leadership during time complexity and changes" This study reveal that the leader ship quality important for organization. Leadership means use the power of communication to influence the people lead. But did you know that through communication, you can improve their health, reducing stress and increase their vitality and energy.

In this paper describe many types of leadership involve organization there its, autocratic leadership means is an extreme form of transactional leadership, where a leader exerts high levels of power over his or her employees or team members. This person always takes decision only. Charismatic leadership style can appear similar to transformational leadership style, in that the leader injects huge doses of enthusiasm into his or her team. Democratic leadership this style can lead to things happening more slowly than an autocratic approach, but often the end result is better. it can be most suitable where team working is essential.

Organizational change is about reviewing and modifying management structures and business processes. Small businesses must adapt to survive against bigger competitors and grow. Organization wide changes, subsystem changes,transformational changes, incremental changes, development change, remedial change, planned change, unplanned change these are all the changes of organization.

The paper concludes the leadership suitable for different organizational complexity, Leaders in Complexity organizations are responsible for creating and nurturing conditions which will enable fast, innovative adaptations to change, not to try too much to control or direct people. Teams of people who are free to create new solutions will enable the organization to adapt much better than rigid control allows. Some of the complexity comes under in an organization there its structure, process, product, managerial these are all the complexity of an organizations. This complexity solving activities hand over to some kind of leadership person.

LEADERSHIP DURINGTIME COMPLEX AND CHANGES

LEADERSHIP

Leadership is the ability to influencing the people towards to achieve the goal. Leadership is the activity to influencing people willing to achieve specified group of achievement. As a leader, you know you can use the power of communication to influence the people you lead. But did you know that through your communication, you can improve their health, reduce their stress and increase their vitality and energy.

MOST COMMON LEADERSHIP TYPES
- ➢ Autocratic leadership.
- ➢ Bureaucratic leadership.
- ➢ Charismatic leadership.
- ➢ Democratic leadership or participative leadership.
- ➢ Laissez-faire leadership.
- ➢ People-oriented leadership or relations-oriented leadership.
- ➢ Servant leadership.
- ➢ Task-oriented leadership.
- ➢ Transactional leadership.
- ➢ Transformational leadership.

Autocratic Leadership

Autocratic leadership is an extreme form of transactional leadership, where a leader exerts high levels of power over his or her employees or team members. People within the team are given few opportunities for making suggestions, even if these would be in the team's or organization's interest.

Most people tend to resent being treated like this. Because of this, autocratic leadership usually leads to high levels of absenteeism and staff turnover. Also, the team's output does not benefit from the creativity and experience of all team members, so many of the benefits of teamwork are lost.

For some routine and unskilled jobs, however, this style can remain effective where the advantages of control outweigh the disadvantages.
Example: Adolf hitler(German), Mussolini (Itly).

Bureaucratic Leadership
Bureaucratic leaders "work by the book", ensuring that their staff follow procedures exactly. This is a very appropriate style for work involving serious safety risks (such as working with machinery, with toxic substances or at heights) or where large sums of money are involved (such as cash-handling).

In other situations, the inflexibility and high levels of control exerted can demoralize staff, and can diminish the organizations ability to react to changing external circumstances.

Charismatic Leadership
A charismatic leadership style can appear similar to a transformational leadership style, in that the leader injects huge doses of enthusiasm into his or her team, and is very energetic in driving others forward.
However, a charismatic leader can tend to believe more in him or herself than in their team. This can create a risk that a project, or even an entire organization, might collapse if the leader were to leave: In the eyes of their followers, success is tied up with the presence of the charismatic leader. As such, charismatic leadership carries great responsibility, and needs long-term commitment from the leader.
Example: Americal labour leader and co founder of united farm workers Cezar Chavez, Mother Teresa.

Democratic Leadership or Participative Leadership
Although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process. This not only increases job satisfaction by involving employees or team members in what's going on, but it also helps to develop people's skills. Employees and team members feel in control of their own destiny, and so are motivated to work hard by more than just a financial reward.

As participation takes time, this style can lead to things happening more slowly than an autocratic approach, but often the end result is better. It can be most suitable where team working is essential, and quality is more important than speed to market or productivity.
Example : Nelson Mandela (president of South Africa).

Laissez-Faire Leadership
This French phrase means "let them do" and is used to describe a leader who leaves his or her colleagues to get on with their work. It can be effective if the leader monitors what is being achieved and communicates this back to his or her team regularly. Most often, laissez-faire leadership works for teams in

which the individuals are very experienced and skilled self-starters. Unfortunately, it can also refer to situations where managers are not exerting sufficient control.

People-Oriented Leadership or Relations-Oriented Leadership

This style of leadership is the opposite of task-oriented leadership: the leader is totally focused on organizing, supporting and developing the people in the leader's team. A participative style, it tends to lead to good teamwork and creative collaboration. However, taken to extremes, it can lead to failure to achieve the team's goals. In practice, most leaders use both task-oriented and people-oriented styles of leadership.

Servant Leadership

This term, coined by Robert Greenleaf in the 1970s, describes a leader who is often not formally recognized as such. When someone, at any level within an organization, leads simply by virtue of meeting the needs of his or her team, he or she is described as a "servant leader". In many ways, servant leadership is a form of democratic leadership, as the whole team tends to be involved in decision-making.

Supporters of the servant leadership model suggest it is an important way ahead in a world where values are increasingly important, in which servant leaders achieve power on the basis of their values and ideals. Others believe that in competitive leadership situations, people practicing servant leadership will often find themselves left behind by leaders using other leadership styles.
Example: George Washington, Gandhiji.

Task-Oriented Leadership

A highly task-oriented leader focuses only on getting the job done, and can be quite autocratic. He or she will actively define the work and the roles required, put structures in place, plan, organize and monitor. However, as task-oriented leaders spare little thought for the well-being of their teams, this approach can suffer many of the flaws of autocratic leadership, with difficulties in motivating and retaining staff. Task-oriented leaders can benefit from an understanding of the Blake-Mouton Managerial Grid, which can help them identify specific areas for development that will help them involve people more.
Example: Politicians, celebrities.

Transactional Leadership

This style of leadership starts with the premise that team members agree to obey their leader totally when they take a job on: the transaction is (usually) that the organization pays the team members, in return for their effort and compliance. As such, the leader has the right to punish team members if their work doesn't meet the pre-determined standard.

Team members can do little to improve their job satisfaction under transactional leadership. The leader could give team members some control of their income/reward by using incentives that encourage even higher standards or greater productivity. Alternatively a transactional leader could practice "management by exception", whereby, rather than rewarding better work, he or she would take corrective action if the required standards were not met.

Transactional leadership is really just a way of managing rather a true leadership style, as the focus is on short-term tasks. It has serious limitations for knowledge-based or creative work, but remains a common style in many organizations.
Example: Charles de Gaulle

Transformational Leadership

A person with this leadership style is a true leader who inspires his or her team with a shared vision of the future. Transformational leaders are highly visible, and spend a lot of time communicating. They don't necessarily lead from the front, as they tend to delegate responsibility amongst their teams.

In many organizations, both transactional and transformational leadership are needed. The transactional leaders (or managers) ensure that routine work is done reliably, while the transformational leaders look after initiatives that add value.

The transformational leadership style is the dominant leadership style taught in the "How to Lead: Discover the Leader Within You" leadership program, although we do recommend that other styles are brought as the situation demands.
Example: Martin Luther King

III.   TYPES OF COMPLEXITY

Imposed complexity includes laws, industry regulations, and interventions by nongovernmental organizations. It is not typically manageable by companies. In the time the democratic leadership is need for organization.

Inherent complexity is intrinsic to the business, and can only be jettisoned by exiting a portion of the business. In this situation the transactional leadership is suitable for organization.

Designed complexity results from choices about where the business operates, what it sells, to whom, and how. Companies can remove it, but this could mean simplifying valuable wrinkles in their business model. This complexity time the task oriented leadership is suitable for organization.

Unnecessary complexity arises from growing misalignment between the needs of the organization and the processes supporting it. It is easily managed once identified. In this time charismatic leadership is suitable for organization.

ORGANIZATIONAL CHANGES

Organizational change is about reviewing and modifying management structures and business processes. Small businesses must adapt to survive against bigger competitors and grow. However, success should not lead to complacency. To stay a step ahead of the competition, companies need to look for ways to do things more efficiently and cost effectively. There is no need to fear change. Instead, small businesses should embrace change as a way to lay the foundations for enduring success.

CLASSIFICATION OF ORGANIZATIONAL CHANGES

The Organization-wide Change is one which spans across the entire organization. So, you may have a restructuring of the organization, a major collaboration or a shift in work culture as your company evolves through consecutive phases of development. In this time the organization to need charismatic leadership.

A Subsystem Change could be seen in the restructuring of a small department or the introduction of a new product or service etc. This type of leader have more innovative ideas, and introduce new goods and service in the market.

Transformational Change is one which is at once all assuming, fundamental and radical. For instance, a change in the company's organisation structure from a hierarchical one to one with several self directing teams or a slashing of impact levels etc.

On the other hand, an **Incremental Change** is gradual, such as the implementation of a new software or system to augment efficiency.

Developmental Change is one that occurs when a company wants to better an existing situation or level of performance. The leader act as innovator, risk taker, and act as organizer to improve the organization. The leader act as transformational leader in the way analyzing the skill and knowledgeable person on specified group people or member of organization and then ask information and decision making from that skill person and take the decision for organization.

Remedial Change on the other hand is suited to correct a current aberration or a poor performance. at the time the leader analyze which bias create poor performance in an organization and, so the leader act as transactional leader in the way the leader act as a member, then identifying the poor performance reasons of workers then give suitable training to workers in the way developing the performance level of workers and organization.

Planned Change is one which is undertaken after a concerted decision is taken by the management to proactively adopt a new strategy or effect a structural or functional changes. The leader ask the opinion from all members of an organization so the leader act as democratic leader.

Unplanned Change is what happens in order to meet an unforeseen contingency. At the time the leader act as charismatic leadership.

IV.   QUALITIES TO MAKE LEADERSHIP

Honesty

Whatever ethical plane you hold yourself to, when you are responsible for a team of people, its important to raise the bar even higher. Your business and its employees are a reflection of yourself, and if you make honest and ethical behavior a key value, your team will follow suit.

Promote a healthy interoffice lifestyle, and encourage your team to live up to these standards. By emphasizing these standards, and displaying them yourself, you will hopefully influence the office environment into a friendly and helpful workspace.

Ability to Delegate

Finessing your brand vision is essential to creating an organized and efficient business, but if you don't learn to trust your team with that vision, you might never progress to the next stage. Its important to remember that trusting your team with your idea is a sign of strength, not weakness. Delegating tasks to the appropriate departments is one of the most important skills you can develop as your business grows. The emails and tasks will begin to pile up, and the more you stretch yourself thin, the lower the quality of your work will become, and the less you will produce.

Communication

Knowing what you want accomplished may seem clear in your head, but if you try to explain it to someone else and are met with a blank expression, you know there is a problem. If this has been your experience, then you may want to focus on honing your communication skills. Being able to clearly and succinctly describe what you want done is extremely important. If you can't relate your vision to your team, you won't all be working towards the same goal.

Sense of Humor

If your website crashes, you lose that major client, or your funding dries up, guiding your team through the process without panicking is as challenging as it is important. Morale is linked to productivity, and it's your job as the team leader to instill a positive energy. That's where your sense of humor will finally pay off. Encourage your team to laugh at the mistakes instead of crying.

Confidence

There may be days where the future of your brand is worrisome and things aren't going according to plan. This is true with any business, large or small, and the most important thing is not to panic. Part of your job as a leader is to put out fires and maintain the team morale. Keep up your confidence level, and assure everyone that setbacks are natural and the important thing is to focus on the larger goal. As the leader, by staying calm and confident, you will help keep the team feeling the same.

Commitment

If you expect your team to work hard and produce quality content, you're going to need to lead by example. There is no greater motivation than seeing the boss down in the trenches working alongside everyone else, showing that hard work is being done on every level. By proving your commitment to the brand and your role, you will not only earn the respect of your team, but will also instill that same hardworking energy among your staff. It's important to show your commitment not only to the work at hand, but also to your promises.

V.   TYPES OF ORGANIZATION COMPLEXITY

Structural complexity – Some companies are organized in ways that seem logical, but aren't necessarily the most efficient from an operational standpoint. For instance, say you work for a food company that makes Yummy Carrot Wafers and Wispy Carrot Straws. Logically, you have a department that markets these snack foods, another that purchases the ingredients, and so on. Sounds easy! But if your organization is structured around supporting each of these products, you might have a Yummy Carrot Wafer marketing team, a Wispy Carrot Straws marketing team, and two purchasing teams buying two different kinds of carrots from two different vendors.

If that sounds implausible, it's not. In fact, it's exactly how ConAgra Foods operated in 2005 when Gary Rodkin took over as CEO. The company was purchasing twelve different kinds of carrots for its 100 and consumer brands.

You may think that this wouldn't affect an assistant's work life too much, but it does. The minute your manager becomes interested in the price of carrots and sends you on a mission, you can begin to see the problem. Never mind that product isn't being bought in bulk, that packaging isn't being done efficiently.

Process complexity – If a new law is put into place or new information needs to be collected, a new process is ultimately put into place to address it. Those new processes lay on top of each other, overlap, and are sometimes even redundant. Think about your last trip to a government agency or the last time you filed taxes. Yes, I'm talking that kind of complexity.

Ashkenas described process complexity using a great example: GE decided to save money on pallets for their eight-foot fluorescent bulbs by strapping them to two four-foot pallets for shipment. The new process was put into place, and impressive savings on the much cheaper four-foot pallets started being tracked.

But in the meantime, customer service was barely keeping up with the returns, as package after package of eight-foot fluorescent bulbs were being returned broken. Department costs soared and efficiency

plummeted. Why? Well, four-foot forklifts were being used to move the bulbs, which would break in the middle when the second of the two four-foot pallets sagged. Because of shrink wrapping, the breaks were only identified when the customer opened them.

Imagine yourself as the assistant to the customer service team, and think about how your world would turn upside down when these returns started flooding in. Suddenly, your life is about return shipments, disposal of damaged goods, paperwork and sending out gratis product to increase customer goodwill. This is a great example of process adding complexity to an assistant's life.

Product Complexity – Somewhere along the line, your organization is exchanging a product or service for money with an end user (either a consumer or a business). How those products and services are managed can add complexity to your workload as well.

If your company is selling a bike, and there are twenty different ways that you can adjust and personalize that bike with your company's products, your company may be managing a huge number of components to help your customers make that happen. But of the twenty different ways that the bike can be personalized, maybe only 14 are big sellers. So the parts for the other six ways are maybe, just possibly, not worth your company's time.

If your manager is managing the product development for this bike company, then he may be spending a whole lot of time managing the production and distribution for a bunch of parts that aren't making the company any money. And that task is adding work to your plate as well.

There are other forms of product complexity as well. Sometimes, a company is slow to let go of the products and services that aren't making them money. Other times, products have evolved and been invented in such a way that they're not entirely user-friendly, so customer-facing departments have to navigate through the clutter of frustrated customer correspondence. Whatever it is, it's adding unnecessary work, and that's the last thing you need.

Managerial Complexity – People bring their own personalities and skills to work with them every day, and managers are only human. We're going to dedicate an entire month to discussing the productivity-killing micromanager and how to work with him to make your life easier. There's so much a Revolutionary Assistant can impact here, it's worth our time to dig a little deeper.

So, you can see, these organizational issues are big ones. Bigger than you. But that doesn't mean you can't do anything about these things when you see them. In my time as an assistant, I've done everything from absorbing the administrative burden on a teammate's behalf to telling my executive that a department should be reorganized to better address the process.

V.   CONCLUSION

Leader ship quality is important to organization. the leader have ability to delegate, communication, sense of humor, confidence, commitment these are important quality to improve the business level, job satisfaction, increase productivity and increase profit level of the company, a good leader create change the unfavorable work condition to favorable working condition. some of the leadership quality create bad effects to organization so one leader act different suitable role for organization, in the way run the organization successfully.

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