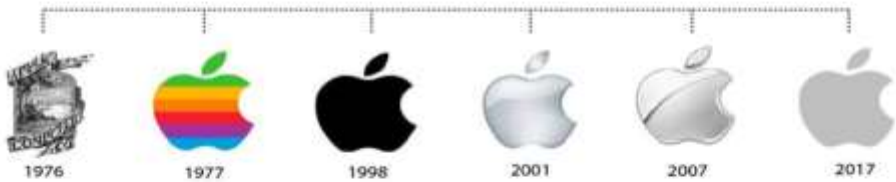


LEADERSHIP DEVELOPMENT



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AGENDA

- **Introduction**
- **Background of the Organisation**
- **Aim and Objectives**
- **Leadership and Leadership Development**
- **Qualities of Leadership**
- **Way to Develop Leadership Qualities**
- **Leadership Styles**
- **Leadership Behavior**
- **Causes of leadership failure**
- **Opportunities**
- **Conclusion**



INTRODUCTION

- A fascinating aspect of skill-based development is leadership, which is also highly successful for the organisational development's functional and operational growth .
- Improving managerial accountability is the key to an organization's enhanced functionality.



BACKGROUND OF THE ORGANISATION

- On April 1, 1976, two college dropouts named Steve Jobs and Steve Wozniak established Apple Computers.
- Apple designs, manufactures, and markets a range of linked services as well as mobile devices such smartphones, laptops, tablets, and wearable electronics .
- Apple is adept at creating devices that are extremely simple to use in terms of functionality.



AIM AND OBJECTIVES

VISION

- “We believe that we are on the face of the earth to make great products and that’s not changing”

MISSION

- “Bringing the best user experience to its customers through innovative hardware, software and services”

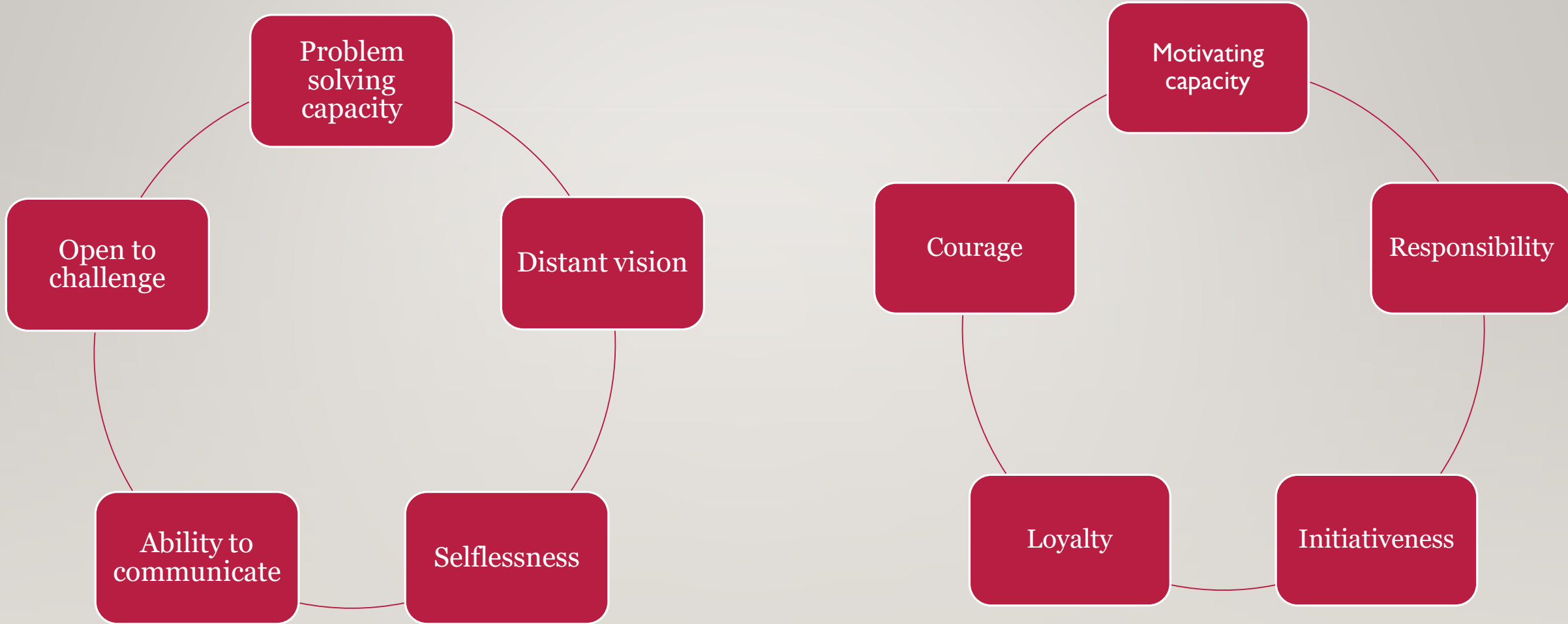


LEADERSHIP AND LEADERSHIP DEVELOPMENT

- A fascinating aspect of skill-based development is leadership, which is also highly successful for the organisational development's functional and operational growth.
- Developing managerial responsibility is the key to improving an organization's functionality.
- Leadership abilities are extremely helpful at reducing issues within a company and providing answers that lead to good strategy.
- In order to improve both individual development and the development of management abilities for organisations, the concept of leadership has been repeatedly linked with the contemporary conception of authority management .
- Conviction, morality, and values development are essential elements of organisational management, cultural management, and views.
- Increasing compassion awareness while using the leadership qualities is the central



QUALITIES OF LEADERSHIP



WAYS TO DEVELOP LEADERSHIP QUALITIES

- Gain the ability to think critically.
- Work harder to motivate your employees.
- Make your objectives and future vision appealing and doable.
- Gain clarity in your communication.
- Boost your communication abilities
- Workflow organisation and allocation
- Ensure work is completed accurately and on time.
- Encourage development and honour accomplishments
- Acknowledge achievement and take lessons from failure-
- Have faith in your employees
- Make an effort to match work and personal skills
- Increase team spirit
- Encourage cooperation among those present



LEADERSHIP STYLES

- Leadership styles are patterns of conduct that a leader uses to shape the behaviour of his followers.

- **1)Autocratic Leadership**

- Establishing centralised authority and using that control to achieve desired goals, whether for a for-profit firm or non-profit organisation, is the goal of the autocratic leadership style.

- **2)Democratic Leadership**

- Under a democratic leadership style, everyone has the opportunity to participate, ideas are openly exchanged, and discussion is encouraged.

- **3)Free Rein Leadership**

- Laissez-Faire, sometimes referred to as free-rein leadership, is a style of leadership where the leader abstains and allows the group to make decisions.



LEADERSHIP BEHAVIOURS

DEVELOPS TRUST

- ❖ communicates honestly and pays attention to the employee respects and honours promises
- ❖ Uphold positive interactions with staff

PROVIDES DIRECTIONS

- ❖ Indicate in detail what needs to be done and why.
- ❖ Comment on how successfully goals are being attained.
- ❖ Believes that everyone on the team has to be aware of the larger picture.



MOTIVATES OTHERS

- ❖ Is ebullient and up beat
- ❖ Employees require motivation
- ❖ Celebrate accomplishments and honour achievements

SHOWS COMPETENCE

- ❖ Request the team's opinion on his performance.
- ❖ Be a role model and leader by example, not just by words .
- ❖ Make sure individuals have the tools they need to perform better.

EMPOWERS OTHERS

- ❖ By leading them to the solution, advisesreleases control over others and power.
- ❖ Flexible follow-up
- ❖ Provide tools and training so individuals can do jobs.



PROVIDES DIRECTIONS

- ❖ Indicate in detail what needs to be done and why
- ❖ Comment on how successfully goals are being attained.
- ❖ Believes that everyone on the team has to be aware of the larger picture.

SUPPORTIVE

- ❖ Show a sincere interest in the team members and provide assistance
- ❖ When anything goes awry, tend to accept responsibility and take leadership.
- ❖ Expects others to do tasks while allowing for error



HRM AND IHRM ISSUES

HRM

- Engaging Employees
- Recruiting Talent for the Business
- Taking Care of Relations
- Strategies for training and development
- Workplace diversity and talent retention
- Don't Resist Inevitable Change

IHRM

- staffing issues
- unsuccessful overseas
- overseas placements
- Standardization vs. localization of HR procedures
- Challenges to ethics in multinational enterprises
- The development of electronic HRM

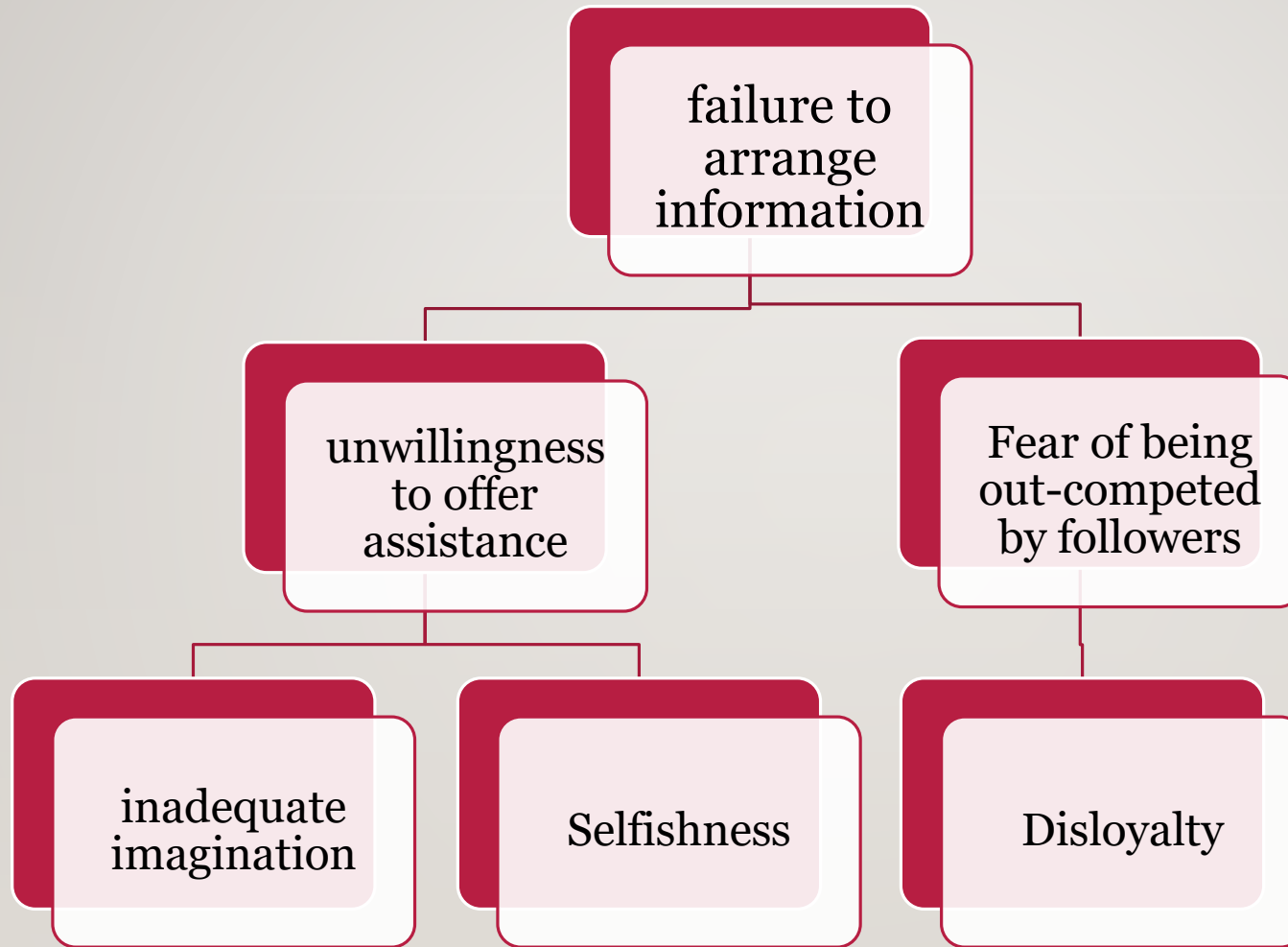


SOLUTIONS OF THE ISSUES

- ☐ Keep all the best talent.
- ☐ Bring in excellent talent.
- ☐ Developing team leadership is important.
- ☐ Create a culture at work that is focused on values.
- ☐ overcome cultural barriers.
- ☐ Manage the change process.
- ☐ Evaluate the performance of your HR procedures.
- ☐ Promote advanced learning.



CAUSES OF LEADERSHIP FAILURES



OPPORTUNITIES

- **Talent Development**

It describes the efforts made to enhance employees' present talents while also discovering new possibilities and skills that will aid in achieving organisational goals. It guarantees that a business maintains its competitiveness in today's rapidly evolving global market.

- **Leadership Pipeline**

The processes a company does to create and keep up its leadership succession bench are referred to as its leadership pipeline. All methods of staff development, assessment, training, and promotion are included in this methodical process.

- **Business Continuity**

A thorough plan contains contact information, instructions for how to respond to certain occurrences, and a timeline for when to use the document.



CONCLUSION

- Utilize both transactional and transformative approaches.
- Apply the style correctly.
- Combine influence and power in the work process.
- Keep your positive traits and work to lighten your negative ones.
- Improve your capacity for recognising, controlling, using, and comprehending emotions.
- Leadership and mentorship are essential.
- Keep your subordinates near to your heart and help them grow through efficient delegating.
- To assist you in achieving the overall objectives, form efficient groups and teams.
- Apply the proper approaches to resolve disagreements after understanding their advantages and disadvantages.



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LEADERSHIP DEVELOPMENT

INTRODUCTION

Leadership is an intriguing part of development based on skill as well as this is also very much effective for the functional and operational development of the organisation. Developing responsibility of management is the core context of better functionality for an organisation. Leadership skills are very much effective for mitigating problems within the organisation also it provides effective solutions from which the organisation gets effective strategy. Process of developing skills for employee management has been significant with the adherence of proper employee management credentials. The powerful social notion enhances the social cycle, collaboration and management properties. The concept of leadership has been severely entangled with the modern notion of authority management for the betterment of personal development along with developing skill for organisation management also. Developing the notion of conviction, morals, values are the core components for the organisational culture management and perspectives. Enhancing knowledge in compassion with the leadership attributes is the core context of organisational excellence. Building team spirit, providing motivation, providing necessary change, proper feedback for development and formulating discipline has been quite effective based on the leadership credentials. There are also various leadership style which entangles with the structural development for the organisation as well as for personal self.

BACKGROUND OF THE ORGANISATION

Steve Jobs and Steve Wozniak, two college dropouts, launched Apple Computers on April 1, 1976. On April 1, 1976, college dropouts Steve Jobs and Steve Wozniak established Apple Computers, Inc. These two guys brought to the fledgling business a desire to alter how people perceived computers. Computers needed to be made small enough for people to use them in their homes or offices, according to Jobs and Wozniak. They wanted computers that were simple to use. The Apple I was first created by Jobs and Wozniak in Jobs' garage, and they sold them without a monitor, keyboard, or case (which they decided to add on in 1977). With the debut of the first colour graphics, the Apple II transformed the computer sector. After Apple went public in 1980, its sales increased by \$117 million after reaching \$7.8 million in 1978. ²

Due to his declining interest in Apple Computers' daily operations, Wozniak departed the company in 1983. John Sculley from PepsiCo was then appointed by Jobs as president. Jobs left in 1985 and moved on to new and greater things, but this decision backfired and caused a lot of conflict with Sculley. In addition to starting NeXT Software, he also acquired Pixar from George Lucas, which went on to become a tremendous success in computer animation thanks to movies like Toy Story, A Bug's Life, Monsters, Inc., and Finding Nemo.

- Apple creates, produces, and sells mobile devices including smartphones and tablets as well as personal computers, wearable technology, and accessories. It also offers a few connected services.

After peaking in 1990, Apple's market share began to slowly fall over the following few years, and by 1996, experts believed the industry had died. It wasn't until 1997, when Apple desperately needed an operating system, that the board of directors decided to turn to an old friend, Steve Jobs, for help. At that point, Apple had already bought Jobs' business, NeXT Software. Interim CEO, or iCEO, is the shorthand for Jobs' new position (Jobs was not officially the CEO until 2000). In order to improve Apple, Jobs decided to make several

changes. He made a deal with the business to create a Mac version of the popular office suite from Microsoft. After making this decision, the company's pivotal moment occurred.

Design, production, and marketing of personal computers, portable digital music players, and mobile communication and media devices are all done by Apple Inc. In addition, Apple Inc. offers a range of complementary software, services, accessories, networking tools, and applications from third parties. the iOS and Mac OS X operating systems, iCloud, and a range of accessory, service, and support options are just a few of the goods and services offered by the corporation. It also offers the iPhone, iPad, Mac, iPod, Apple TV, and a portfolio of consumer and business software applications. Additionally, the business offers and distributes digital products via online marketplaces like the iTunes Store, App Store, iBookstore, and Mac App Store. Through its physical stores, online stores, direct sales representatives, independent cellular network providers, wholesalers, merchants, and value-added resellers, the corporation offers its goods all over the world. Additionally, the business offers a range of compatible third-party goods for the iPhone, iPad, Mac, and iPod. The small and mid-sized businesses ("SMB"), end-user consumers, as well as customers in the education, enterprise, and government sectors, comprise the company's target market.

When it comes to functionality, Apple is skilled at designing products that are incredibly simple to operate.

AIMS AND OBJECTIVES

Apple Inc. focuses on computer goods as business outcomes, according to the mission statement of the company. In addition to smartphones and computers, various items or services that are based on computer technology are also referred to as computer products. In addition to providing digital content distribution (App Store, iTunes, etc.) and online payment services, the company also provides cloud storage and software (Apple Pay). Additionally stated in the goal statement is that virtually everyone is a target consumer for technology companies. Apple as a result creates goods that cater to the wants and needs of consumers in numerous market niches.

The company's mission is to provide the best products available while also ensuring that the environment is better off than when we found it. In a similar vein, Lisa Jackson, the company's vice president of environment, policy, and social initiatives, said: "We don't simply want to produce the finest things for the world; we want to create the best products for the world." The corporate vision statement so supports Apple's CSR approach and emphasises sustainability, environmental protection, and the business's influence on the environment in addition to its effect on consumers. In order to attain a future of leadership in the different industries in which the firm operates, Apple's vision statement influences strategic management in respect to the choices the company's executives will make. The phrase "best products" denotes that, in accordance with the corporate goal, the technological business would be a pioneer in the creation and development of products on a global scale. Apple faces a hurdle in pursuing fresh breakthroughs in product development since it wants to have the best products. To develop a cogent business environment for leaders in computer technology, the company's vertical integration helps industry for software and internet services. By encouraging supplier improvement and excellence, Apple's supply chain initiatives in this context help the design and development of the greatest products. The organisation has put in place plans and policies that relate to both its operations and operations in order to realise its corporate goal.

Qualities of Leadership

Business leadership refers to an organization's management's capacity to set and attain challenging objectives, act quickly and decisively when called upon, outperform the competition, and inspire staff to work to the best of their abilities.

➤ Motivating Capacity

Apple Inc. makes use of expectancy theory to encourage personnel to gain measurable, doable and particular goals. Employees try and enhance their task overall performance degrees to get treasured rewards Apple often offers each worker presents starting from the iPod shuffle to the iPhone. Even the storefront personnel attend a large quantity of mastering opportunities, crew occasions, and activities, which permits them to maintain their motivation excessive

➤ Courage

Apple has skilled a 'surprise' in latest months. I Phone income have dropped for 2 quarters in a row and that is the primary time with inside the organization's nearly 10-yr records that that has happened. The organization is likewise going through accelerated opposition from groups like Samsung and HTC. It's possibly the surprise of encroaching competition and falling income that has triggered Apple to make radical modifications to its tool as they are searching for to reengage clients. The key to Apple's success was a strategic vision that included wearable and mobile technologies in addition to traditional desktop computers. Performance and design work together to create the Apple brand, which has been successful for years.

➤ Loyalty

Currently, Apple is one of the most successful and lucrative technological companies in the world. It now controls an incredible 469 percent of the US smartphone market (up to 46, 9% in 2021), and both in the US and Europe, consumers have an astounding 87% brand loyalty towards it. Place customer needs before of profit. Apple's steadily rising customer loyalty and satisfaction levels over time show how people feel about the brand. Because its mission statement

permeates every aspect of its business, Apple has achieved global success. Customers of Apple products are aware of the love and commitment that went into their creation.

➤ Initiativeness

As part of its \$100 million Racial Equity and Justice Initiative (REJI), which aims to remove systemic injustices and opportunity obstacles, Apple today launched a number of noteworthy new projects for communities of colour. Detroit students will benefit from coding and computer education supported by Apple Developer Academy, while Black and Brown entrepreneurs will receive venture capital funding.

➤ Responsibility

After being one of the first major firms to achieve a net-zero carbon footprint for corporate emissions in 2020, Apple declared aspirations to expand this effort across its entire supply chain by 2030. All goods sold by the end of the decade will be. According to this goal, the product is carbon neutral. As part of its environmental sustainability initiatives, Apple is extending the lifespan and durability of its products through a number of plans (announced in 2020) to repair and reuse Apple goods. A requirement that 40% of the materials used in the production of its MacBook Air series come from recycled materials is one of these initiatives.

➤ Problem Solving Capacity

To solve the marketing problem that Apple Inc. is currently experiencing as a result of growing competition, in-depth market research and analysis may be used. Apple Inc. must be highly mindful of the tactics and choices made by its competitors. The business should do market research to determine the requirements of its customers and meet those demands in addition to monitoring the competitors. When introducing new products to the market, the organisation will be able to apply the necessary innovativeness by carefully analysing what customers require and the strategies the competition is using. In order to prevent rivals from taking advantage of the company's subpar distribution strategy, it should also aim to spend heavily in these strategies.

Open to Challenge

Simply put, Apple needs to be able to find the necessary parts, assemble them, and then mass-produce whatever it is that it wants to introduce. A quick peek at the company's customer satisfaction ratings for all of its goods offers some concrete proof of this. Any executive who digs deep enough will reveal the claim that their goal is to satisfy customers with the best products available. Every time Apple introduces a new product, it must be certain that it can produce it with a consistent level of build quality in large quantities for the market. Small-scale production of foldable smartphones might be feasible right now, but Apple would need to have access to premium components and produce tens of millions of the gadgets. It's not necessarily physically possible for a company to provide something at Apple's level just because it ships a small number of devices. Up to 100 million new iPhones are anticipated to be sold by Apple by Christmas.

➤ Ability to Communicate

Apple prioritises internal communication over external communication. One reason for this is the company's employment of a closed eco-system approach. In such a plan, secrecy is crucial to the company's success. One of the most prestigious workplaces in the world, Apple has drawn attention. Employees are given instructions in several papers on how to act while representing the company. For this work, just the employee communication mix will be assessed. In fact, despite not being directly related to it or its goods and services, the corporation has expressed official views and even responded to some incidents. On whether or whether enterprises should adopt human personalities, there have been discussions.

➤ Distant Vision and Close focus

"To offer the best user experience to its consumers through new hardware, software, and services", is Apple's declared goal. Tim Cook's 2019 manifesto states

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that this belief that we are here on the planet to create fantastic products won't change. Inside the website for a billion-dollar business Sales of the iPhone, however, prevented Apple's second quarter of 2022 from failing. "Provide the best user experience to its users via innovative hardware, software, and services," is Apple's declared mission. Tim Cook claims in his 2019 manifesto that we still think we are in this world to make amazing goods.



WAYS TO DEVELOP LEADERSHIP QUALITIES

Apple encourages its employees to think critically since doing so will enable them to achieve greater success in the future. A crucial component of a successful business is teamwork. Apple coaches its team to foster a strong sense of teamwork throughout the organization so that they may win the goal with the ongoing efforts of their complete outstanding team. A company's leadership development is significantly influenced by the workplace environment. The working atmosphere at Apple is extremely private, and all employees are required to adhere to the company's policies and guidelines. The staffs and their working routines will be impacted by the work environment. Apple always strives to enhance its working environment ironically.

Apple's workflow is extremely well-organized, yet they always strive to enhance it. Every person's ability to lead is largely influenced by their ability to communicate. In a business, good communication is crucial. By scheduling several meetings and conversations, Apple provides their personnel with numerous opportunities to express their opinions over their new tasks and projects. Apple acknowledges the progress made by its employees and their contributions to company and accomplishments, which will undoubtedly enhance their leadership skills and outlook on their jobs. Recognition from a higher official will shape a staff in such a way that they would strive to enhance their work and also mentor their subordinates to achieve more. Even though Apple commends its employees for their accomplishments, it also exhorts those who failed specific jobs to put in extra effort in order to succeed. Apple improves its ideas so that the flaws of its previous iteration won't be present in its next lounge. Apple has a strong sense of employee loyalty and even offers a number of incentives. Apple offers a company stock purchase scheme that enables workers to acquire stock at a discount.



LEADERSHIP STYLE

A leader's leadership style is defined as the methods and deeds they employ to control, motivate, and orient others. Individuals create and implement strategies while taking into account the demands of stakeholders and the welfare of their team, depending on their leadership style.

➤ **AUTOCRATIC LEADERSHIP**

A team or organisation is being led by an autocrat, sometimes referred to as an authoritarian leader, when that individual is the only one in charge of them. Strategy, policies, procedures, and the general course of the company are all dictated to team members by an autocratic boss. Instead of concentrating on cooperation with people in their local proximity and hearing feedback seldom, authoritarian leaders prefer to be in charge and keep all the power. People who follow autocratic leaders often respect their decisiveness, confidence, and unwavering dedication to their goals.

Former CEO of Apple and co-founder Steve Jobs had an autocratic managerial style, was meticulously focused on every detail, and surrounded himself with people who shared his beliefs. Undoubtedly important contributors to Apple's success and its customers' delight were his aesthetic sensibility and "rigorous attention to minutiae."

➤ **DEMOCRATIC LEADERSHIP**

Leading democratically is often referred to as leading collaboratively. The democratic leadership approach involves asking your group members and co-workers for comments in order to make sure that everyone has a chance to participate in the decision-making process. Democratic leaders often make the choices, but their approach motivates everyone to take part and give the outcome some thought. Democratic leaders excel at inspiring creativity in their followers, and efforts gain from everyone making a positive contribution. Democratic leadership is among the greatest types of leadership. It does this by giving entry-level employees an opportunity to experience utilising the authority they will have to responsibly exercise in subsequent levels. Democratic leaders have an inquisitive nature that drives them to seek feedback from all sources.



They are great at conveying the desire of others for a participatory environment, and subordinates generally find them to be approachable.

Tim Cook, the current CEO of Apple, practises democratic management and has a democratic leadership style. He motivates all Apple employees to use their expertise to grow the company. Despite this, he does not give other executives and directors the authority to make decisions. He could also keep an open mind, consider his options, and encourage others to follow his path. When they feel like they have a voice in decision-making, employees usually feel that their employer values them more. Increased productivity and loyalty may be encouraged by a stronger sense of importance, both of which have helped Apple's employee turnover rate. Under Tim Cook's leadership, the company has accomplished historic firsts, including being the first corporation to reach a \$1 trillion market valuation. The company has retained its position as one of the most successful enterprises in history.

➤ **FREE REIN LEADERSHIP**

Laissez-faire leadership is another term for free rein leadership. Free-rein leadership is a type of management strategy in which team leaders take a hands-off stance and let team members take care of their individual responsibilities on their own by devoting the majority of their time to vital tasks. In order to perform their duties, supervisors still urge team members to approach them with any questions about assignments or requests for additional resources. Executives that practise laissez-faire management excel at delegating and build confidence among their staff by providing them discretion over duties. They are generally seen as trustworthy since they openly assign duties to staff members and, when appropriate, they may provide constructive criticism.

Employees can autonomously improve their talents and abilities when working in a hands-off environment under this leadership style. They may carry out more work, make decisions, and deal with difficult problems with little to no supervision. As a consequence of their freedom in carrying out their own activities and responsibilities, individuals' problem-solving, critical thinking, and decision-making abilities will advance. They are able to grow inside the company and make quick advancement in their field as a result.



The two leadership philosophies employed by Apple have contributed to the company's growth into a potent brand. Apple continues to have the largest market share for smartphones and tablets despite escalating competition. The impressive stock performance of the corporation is a good indicator of the size of the Apple organisation and, consequently, of its leadership.

(2217024)

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LEADERSHIP BEHAVIOURS

Leadership behaviours are the mixture of specific characteristics that leaders have and the actions they take. Strong leadership behaviours make someone an efficient leader. Negative leadership behaviours can undermine their credibility and make them less convincing, effective and galvanizing.

- Develops Trust

The main quality associated with leadership appears to be trust. Without the confidence of his following, a pacesetter cannot lead. The trust that his followers have in him determines whether the leaders are able to access the knowledge and intelligence needed to solve the problems. A pacesetter will identify the difficulties of his employees or followers and attempt to address them.

- Provides Direction

A clear focus and direction are the defining characteristics of an effective leader. Successful leaders use their vision of where they want to go to motivate and inspire their team members and the rest of the organisation. Some leaders build this vision and direction internally, then work to win support for it from their group or organisation. Some people create a shared vision with their teams. In either situation, it is the leaders' ability to coordinate and drive the organization's resources and energy toward desired goals that is made possible by their clear vision and focused direction.

- Motivates others

Motivation seems to be a goal-oriented trait that aids an individual in achieving their goals. It motivates a worker to start working hard to accomplish their objectives. To impact motivation, a leader must possess the required leadership qualities. Yet, there's no one-size-fits-all approach to motivation. As a pacesetter, you ought to have an open mind about human behaviour. Leadership & motivating qualities are required of both employees and managers.

- Shows competence

To be a good leader, you must have certain abilities and qualities, which are known as leadership competencies. Often, the character of a leader is assessed. Many of those competencies call for leaders to possess the fundamental virtue of self-discipline, or the ability to restrain their emotions and overcome any obstacles in their personal lives. Leaders make decisions based on others' needs rather than their own. In any workplace, it is advantageous to have leaders who can convey information clearly and effectively.

- Empowers others

Knowing the value of being able to fully assist a team by providing them with the resources they require to be successful is what it means to exercise empowering leadership. When given more responsibility, team members tend to work more carefully and confidently on projects. Employing an empowering leadership style enables managers to give staff members the freedom to take responsibility for their job, which boosts output, makes staff members happier, and fosters a positive workplace culture.

- Supportive

Supportive leadership is a type of leadership in which the boss provides tools and resources to the team members until they are capable of working independently. Supportive leaders make every effort to ensure that everyone on their team has the knowledge, resources, and tools required to complete the work they have been given or be successful in a long-term project. Depending on the knowledge and requirements of each individual employee, the level of support frequently varies from team member to team member.

HRM ISSUES

- Engaging the workforce

Employee engagement has been a topic of concern for HR professionals for a long time. Invest in focused, intentional communication that enables team members to comprehend their role in furthering the goals of the organisation and upholding its mission, vision, and values in order to overcome these challenges. When daily duties are linked to the company's strategic aim, employees feel more dedicated, accomplished, and committed to their work.

- Attracting talent to the enterprise

This year's top problems in human resources are in the area of talent acquisition. When trying to recruit top personnel for your company, having competitive pay and benefits packages is crucial. But if you want to compete, you'll need to go farther and provide your staff members more fulfilling experiences and a stronger feeling of purpose.

- Managing Relationships

It's more crucial than ever to have good working relationships. One of the major problems that HR will face this year is promoting healthy partnerships. The transition to long-term hybrid or remote working models is finally taking place in businesses, and it has a big impact on how staff members connect with one another. Relationships that are cultivated between managers, specific team members, and their peers are the driving force behind the new economy's work patterns.

- Training and Development strategies

Quick skill upgrades and reskilling are becoming commonplace in the new economy. However, the workplace is evolving too quickly for static learning management systems to stay up. By 2022, human resources professionals will need to come up with novel concepts for continuing education and training programmes. An efficient training and development strategy must take into account both long-term transferable skills and technical talents that change quickly.

- Talent Retention

The number of employment possibilities available to workers today exceeds what has been necessary for decades, therefore HR professionals must take steps to keep their present employees happy or risk losing them to a highly competitive talent market. Finding out the primary causes of employee departure is the first step in enhancing retention. Exit interviews can reveal what aspects of working at your company were most appealing to workers as well as any weaknesses they may have encountered. Armed with this information, HR professionals may create plans to address the issues causing employee turnover.

- Diversity in the workplace

Diversity in human resources is still a contentious topic, and many firms are still having trouble integrating DEI objectives into their overall strategic plans. For genuinely pushing the needle at your firm, this is frequently a crucial point. As more workers seek employment with organisations that promote diversity and foster a sense of belonging among all employees, this is crucial for employer branding and for luring talent to the business.

- Embrace inevitable change

The working world is not going back to the way it was before the pandemic. Accepting the new reality so that your HR staff can start creating long-term strategies that take change and agility into consideration is one of the biggest issues facing human resources in 2022.

IHRM ISSUES

- Staff shortages

Businesses are struggling with the global worker shortage as a result of the millions of open positions that exist worldwide despite high unemployment rates. Many blame the epidemic for shifting employment standards and modifications to national legislation, even though the reasons for the scarcity vary by location.

- Failed expatriate assignments

In 2022, 31% of multinational companies want to allocate staff to work abroad, according to a new report by consulting company Willis Towers Watson. This means that identifying, onboarding, and managing new abroad personnel will be a challenging task for multinational HR teams. While this investment has many benefits for businesses looking to benefit from the global economy, there are also significant risks due to the high failure rates of foreign businesses.

- Localisation vs Standardisation of HR practices

One of the key issues that multinational organisations deal with is the tension between standardisation and localization. According to the statement, HR practitioners must strive to strike a

balance between promoting universal values and understanding the need to adapt specific HR practises and policies to local markets, cultures, and institutions.

- Ethical challenges in multinational corporations

One of the key problems in worldwide HRM, which is related to the localization vs. standardisation argument, is how to establish and enforce a single, universal ethical code across many different countries. However, there can frequently be discrepancies between the morality of the parent company in one country and the traditions and legal frameworks of the host countries.

- The evolution of digital HRM

The use of digital HR—which includes digital platforms, tools, and cloud-based technology—which automates repetitive operations and gathers data to create predictive models for better strategic decision-making—is growing. Although the introduction of digital HR offers many benefits, such as increased productivity and efficiency, it can also bring some challenges for line managers in HR who must interface with new technologies as well as for the employees.

SOLUTIONS OF THE ISSUES

1. Retain All the Top Talents

Apple's outstanding performance in worker productivity and innovation can be attributed to a variety of personnel management issues. Due to the difficulty of duplicating such achievements, it does not concentrate on the several significant things Steve Jobs accomplished at Apple. It also mainly focuses on the methods employed at Apple's corporate facilities as opposed to those in Apple's retail operations.

2. Attract Top Talents

The teams at Apple are split up into functions rather than divisions, and each group is solely responsible for the knowledge, invention, and advancement of that function. At Apple, the development process is organic; these teams collaborate and are guided by ET meetings while they work on assignments concurrently.

3. Build Leadership Within the Team

Numerous human management concerns are to blame for Apple's exceptional achievement in worker productivity and innovation. It does not focus on the several big things Steve Jobs accomplished at Apple because it is difficult to replicate such accomplishments. Additionally, it focuses more on the techniques used in Apple's corporate facilities than its retail operations.

4. Create A Value Oriented Company Cultural

The organisational culture of Apple Inc. is crucial to the company's ongoing success. The organisational or corporate culture of the consumer electronics company establishes and upholds the employees' shared values, beliefs, and business-related actions. This business study case demonstrates how Apple's corporate culture inspires its workforce to support a range of strategic goals.

5. Handel Change Management

Since every organisation needs a dependable coordinator to provide changes, leadership and change management are intimately related to one another. The Apple

Company is one of the industry leaders in the production of media, and it should be asserted that changes and change management techniques may be studied by looking at the company's business practises.

6. Encourage High End Learning

Innovative apps are developed every day by people of all ages and professions, from young college students and new graduates to those who have held successful careers. Developers from all over the world have made more than \$260 billion on the App Store since Apple introduced the App Store in 2008 and sparked a new global app economy. Millions of jobs in technology are being created worldwide because to Apple's expanding app economy.

CAUSES OF LEADERSHIP FAILURE

1. Leaders become selfish

Those in positions of leadership responsibility often seem to forget that their primary role is to support their team, not themselves. Instead of offering guidance, coaching, and making sure that the team benefits from their leadership, they develop a lust for power and desire to be in charge.

2. They stop navigating the team

A leader stops guiding people forward when they are happy with the way things are going in the organisation and group. To ensure that everyone consistently produces high-quality results and that the entire firm benefits, leaders must have clear visions and objectives. Expectations must be made, progress must be monitored, and leaders must hold themselves accountable.

3. Leaders become greedy

A good leader is able to assign work and ensure that everyone in their team is challenged, learning, and growing. Leaders injure themselves when they take on tasks that they should be delegating to their team members. Due to their excessive

workload and their employees' boredom and desire to quit, they experience stress.

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4. The inability to form a functional team

Lack of a cohesive team contributes to the failure of many groups, teams, and organisations. There are many various reasons why a project fails when a group is unable to put together a cohesive team. When individuals within a company cannot agree on their respective roles and duties, communication and finding common ground can become challenging. A lack of synergy and long-term issues in an organisation can both result from a team's inability to perform as a unit.

5. Failures in communication with employees

It goes without saying that effective employee communication is crucial to the job. However, many managers find it challenging, which can cause issues at work. This is due to a number of factors: a desire to keep information private, a decline in in-person interaction as a result of technology, and a conviction that communication is not their job.

6. Taking problems personally and not taking responsibility

People frequently turn to coping strategies when they are under stress or anxiety. For many people, this entails taking their issues personally and refusing to accept responsibility for failing to safeguard against damaging self-talk. This can have a disastrous effect on those close to them because it fosters a culture of dread that makes feeling-resolution the priority instead of problem-solving.

7. Lack of understanding of the organization's goals

The mistake that many leaders and organisations commit is to take the objectives of their organisation for granted. Many employees don't take the essential actions to achieve success because they are unaware of the organization's goals and their role in achieving them. Understanding a company's objectives is crucial since it motivates employees to strive toward achieving them.

Understanding a company's objectives will help you decide how to contribute your skills and talents and where to look for opportunities for progress.

8. Focus on the individual

Too much individualism can lead to unsuccessful leadership because strong leaders understand the value of working as a team. Productivity and morale may suffer if one person's priorities take precedence over the team as a whole. Leading and inspiring a team requires promoting both teamwork and individual success. Avoid bias when acting as a leader and encourage teamwork by recognising and giving everyone on the team an equal chance at success. Consider the value that each role brings to the group while highlighting the advantages of cooperation. To motivate everyone on the team to excel in their roles and help others, share the benefits of successful initiatives with them.

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Leadership Development

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Opportunities

Talent Development

- Talent development is a process by which an organization supports the learning and development of employees, which benefits organizational performance, productivity, and results (Laing, 2021). Talent development benefits both employees and organizations. Talent development programs need time to develop, and it is the centre for creative leadership. Successful talent development helps organizations to achieve their goals with their employees togetherly. Talent development needs leaders with proper leadership who help to recognize and develop the potential of each employee. Apple focused on the talent development programmes to increase the effectiveness and growth of its employees which lead them to promote better leadership development and business growth.
- Talent development is important to organizations as it plays a major role in enhancing employee retention, boosting the performance of both employees and businesses, improving the business planning of organizations, and recognizing the relationship between performance and feedback. It involves the employees doing job hunting by increasing their opportunities for promotion and growth. It boosts the performance of employees by providing learning and growth programs for them, and also it increases the performance of organizations by enhancing the qualities of employees. It helps to identify the knowledge that is required for successful planning of business of organizations. Talent development with proper coaching programs for employees can provide information to employees to identify their strengths and weaknesses, which also benefits organizations (Halawi and Haydar, 2018).

Leadership Pipeline

- The leadership pipeline is a process by which organizations maintain their leaders' quality and planned leadership (Griffith, Baur, and Buckley, 2019). An organization will fail without proper leadership, and that can disrupt people's lives. Thus the leadership pipeline is important to organizations, and it also helps in identifying the skills of both employees and leaders. It helps to understand the development, training, and promotion of employees. There are five signs which indicate having a strong leadership pipeline in organizations. A strong leadership pipeline helps organizations to promote employees from within, whereas hiring externally leads to the organization's high cost of money, time, and talent. A strong leadership pipeline involves having

collective ownership where boards, executives, and managers take part in developing leaders for critical roles besides the CEO. A strong leadership pipeline is transparent, simple, and consistent, which promotes a better understanding of employees' leadership pipeline. A strong leadership pipeline helps to identify the progress of both employees and businesses. The leadership pipeline is important to organizations because it helps the organizations improve and speed employee performance by implementing proper leadership. Apple focuses on establishing a strong leadership pipeline as it helps to enable the organisation to identify the qualities of their leaders and improve the skills of its employees.

Business Continuity

- Business continuity is defined as having proper plans which help organizations to continue their business after difficult situations and during a disruption (Fabeil, Pazim, and Langgat, 2020). The difficult situations in and after which business continuity is needed are natural disasters, security breaches, equipment failure, sudden staff departure, and power outages. Organizations have to make business continuity a top priority because it helps to identify the differences between the success and failure of a business after critical situations and disruptions. Business continuity provides quick recovery to organizations after any difficult situations. Business continuity and proper leadership are connected as proper leadership in organizations can provide a strong business continuity plan which helps the organizations to succeed after emergencies and difficult situations. Business continuity includes three considerations such as resilience, contingency, and recovery. Business continuity helps to save millions of money in managing situations after emergencies. When the resilience and recovery plans of business continuity fail, then a contingency plan helps organizations by including and practising the strategic plan for last-resort needs. Apple always believes in establishing and keeping a proper business continuity, thus that business continuity helps it maintain all difficult situations and provide it great success.

Conclusion

- Proper leadership development of organizations needs to follow both transactional and transformational leadership styles. The transactional leadership style involves processes and control of leadership development and needs strict management. On the other hand, the transformational leadership style inspires others to follow leadership and requires the proper process of communication, coordination, and cooperation.

Transactional leaders focus on goals, believe in rewards and punishments for motivation, and are reactive. Transformational leaders focus on vision, believe in charisma and enthusiasm for motivation, and are proactive. Organizations have to follow leadership styles properly to improve their businesses and to promote proper leadership development. Transactional leaders can make important decisions and have strong personalities. Transformational leaders motivate employees by enhancing their confidence and success to achieve their trust easily. Transactional leaders allow employees to try new things and improve their learning and growth. Transactional leaders give value to people's feelings and needs. Apple always believes that a proper leadership is main in achieving its all goals thus it focuses on the both transactional and transformational leadership style in its business.

- Organizations should combine the powers of both leaders to improve their business outcomes, as both leaders are exclusive and have valid leadership styles. Organizations should improve their deficiencies and identify their good qualities and implement them in their leadership development and business growth. Leaders also give their good qualities in leading their teams and keep the dark sights of them far from their teams and try to improve those. Leaders always try to improve their skills because it is important to motivate their team members, which helps them give the best performances in their jobs. Leaders can improve their skills by learning and improving perceiving and managing skills and also by understanding the meaning of the emotions of both employees and themselves. Leaders have to increase communication with their team members to understand their emotions towards leaders and organizations. The employees of organizations learn to perform and behave better in the workplace from their leaders. Thus leaders always have to show their best version to employees for better learning and growth of the employees. Leaders of Apple always focus on increasing involvement with their employees for achieving their trust and better performance.
- Leadership development is important to organizations as it is directly connected to the proper operations, better productivity, and better outcomes of the organizations. Leadership and leadership are indispensable. The quote is defined as leaders who cannot lead organizations without proper knowledge of leading and without the desire to learn. Leaders have always learned new things and improved their skills to maintain their leadership positions. A leader has to face difficulties in making time for learning as he or she is busy with the important role of a leader. Sometimes leaders are prone to

believe that they do not have to learn anymore as they achieve everything while achieving the position of leader. But this belief leads them to failure quickly as every leader needs improvement with time.

- Leaders can learn things from their mistakes and achievements, and for this, they have to evaluate their performance and judge them properly. Another aspect of achieving proper leadership, leaders have to keep their followers always close to their minds and give priority to their thoughts and achievements. Leaders have to identify the good skills of employees and build teams effectively after judging the skills of employees, which helps the leaders to achieve their overall goals. Leaders always have to identify the pros and cons of operations and take proper techniques to remove and improve them. Apple leaders always try to improve them by learning many new things for the improvement of the organisation.

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