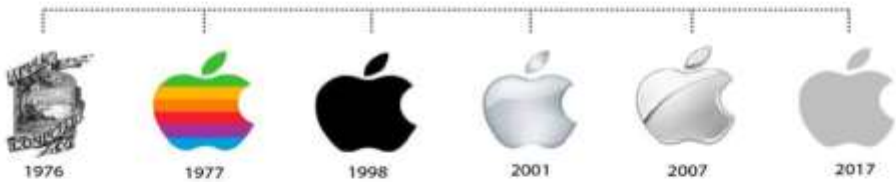


LEADERSHIP DEVELOPMENT



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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

- Steve Jobs and Steve Wozniak, two college dropouts, launched Apple Computers on April 1, 1976.
- Apple creates, produces, and sells smartphones, laptops, tablets, wearable technology, accessories, and a variety of connected services .
- When it comes to functionality, Apple is skilled at designing products that are incredibly simple to operate.



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”

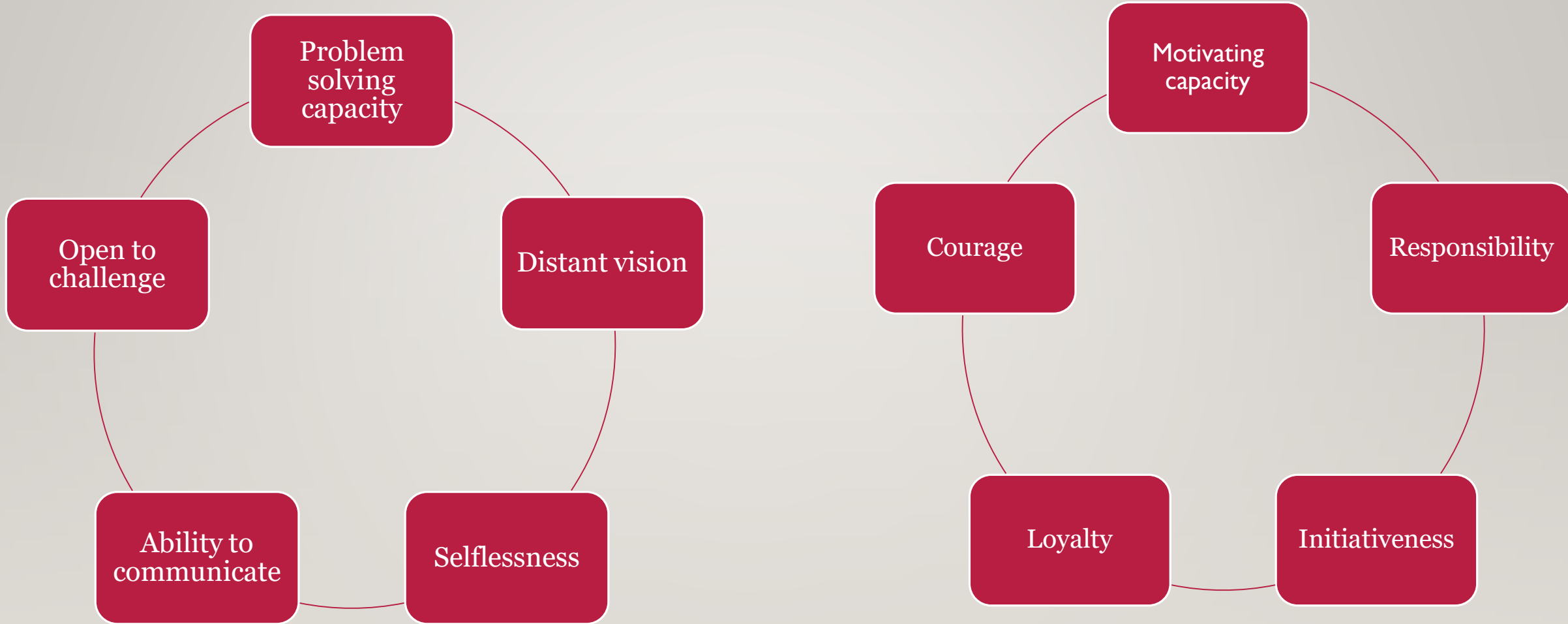


LEADERSHIP AND LEADERSHIP DEVELOPMENT

- 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

Everyone is given the chance to engage, ideas are freely exchanged, and discussion is encouraged under a democratic leadership style.

3)Free Rein Leadership

Laissez-Faire, also known as free-rein leadership, is a type of leadership in which the leader stays out of the way and lets the group decide what to do.



LEADERSHIP BEHAVIOURS

DEVELOPS TRUST

- ❖ Listens to employee and communicates honestly
- ❖ Values commitments and sticks to them
- ❖ Maintain a good relationship with employees

PROVIDES DIRECTIONS

- ❖ Spell out clearly what people needs to accomplish and why
- ❖ Give feedback about how well objectives are being met
- ❖ Feels it is important for all team members to understand the bigger picture



MOTIVATES OTHERS

- ❖ Is enthusiastic and positive
- ❖ Employee need encouragement
- ❖ Celebrate success and reward performances

SHOWS COMPETENCE

- ❖ Ask for team feedback on his performance
- ❖ Role model and leads by doing rather than saying
- ❖ Ensure people have the resources they need to improve performance

EMPOWERS OTHERS

- ❖ Advises by guiding them to the answer
- ❖ Releases power and control others . Follow up flexibly
- ❖ Give people resources and training to do tasks



PROVIDES DIRECTIONS

- ❖ Spell out clearly what people needs to accomplish and why
- ❖ Give feedback about how well objectives are being met
- ❖ Feels it is important for all team members to understand the bigger picture

SUPPORTIVE

- ❖ Take personal interest in team members and offers practical help
- ❖ Tend to shoulders responsible and take charge when things go wrong
- ❖ Expects people to get things done with help allow mistake



HRM AND IHRM ISSUES

HRM

- Engaging the Workforce
- Attracting Talent to the Enterprise
- Managing Relationships
- Training and Development Strategies.
- Talent Retention
- Diversity in the Workplace
- Embrace Inevitable Change

IHRM

- Staff shortages
- Failed expatriate assignments
- Localisation vs. standardisation of HR practices
- Ethical challenges in multinational corporations
- The evolution of digital HRM



SOLUTIONS OF THE ISSUES

- ☐ Retain all the top talents.
- ☐ Attract top talent.
- ☐ Build leadership within the team.
- ☐ Create a value-oriented company culture.
- ☐ Bridge cultural differences.
- ☐ Handle change management.
- ☐ Measure the effectiveness of your HR processes.
- ☐ Encourage high-end 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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THANK YOU



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

- Apple Computers, was founded on April 1, 1976, by college dropouts Steve Jobs and Steve Wozniak.

Apple Computers, Inc. was founded on April 1, 1976, by college dropouts Steve Jobs and Steve Wozniak. These two men brought to the startup company a vision of changing the way people viewed computers. Jobs and Wozniak wanted to make computers small enough for people to have them in their homes or offices. User-friendly computers were what they were looking for.

Jobs and Wozniak started out building the Apple I in Jobs' garage and sold them without a monitor, keyboard, or casing (which they decided to add on in 1977). The Apple II revolutionized the computer industry with the introduction of the first-ever color graphics. A jump of \$117 million in sales followed Apple going public in 1980, when its revenue reached \$7.8 million in 1978.²

Wozniak left Apple in 1983 due to a diminishing interest in the day-to-day running of Apple Computers. Jobs then hired PepsiCo's John Sculley to be president. However, this move backfired and after much controversy with Sculley, Jobs left in 1985 and carried on to new and bigger things. As well as founding NeXT Software, he bought Pixar from George Lucas, which would later become a huge success in computer animation with such films as Toy Story, A Bug's Life, Monsters, Inc., and Finding Nemo.

- Apple designs, manufactures and markets smartphones, personal computers, tablets, wearables and accessories and sells a range of related services.

After reaching a peak in 1990, Apple's market share gradually declined over a few years, and by 1996, industry insiders thought the business was dead. It wasn't until Apple sorely needed an operating system in 1997 that it acquired Jobs' company NeXT Software and the board of directors decided to turn to an old friend, Steve Jobs, for assistance. Jobs assumed the title of interim CEO, or iCEO, for short (Jobs was not officially the CEO until 2000). Jobs made the decision to tweak a few things at Apple. To produce a Mac version of Microsoft's well-known office software, he formed an agreement with the company. The company's turning point came shortly following this choice. Job's made the

Apple Inc. is a company that designs, manufactures and markets mobile communication and media devices, personal computers, and portable digital music players. Apple Inc. also sells a variety of related software, services, peripherals, networking solutions, third-party digital content and

applications. The company sells products and services such as iPhone , iPad , Mac , iPod , Apple TV , a portfolio of consumer and professional software applications, the iOS and Mac OS X operating systems, iCloud , and a variety of accessory, service and support offerings. Furthermore, the company also sells and delivers digital content and applications through online stores the iTunes Store, App Store, iBookstore, and Mac App Store. The company sells its products globally through its retail stores, online stores, direct sales force, through third-party cellular network carriers, wholesalers, retailers, and value-added resellers. Not only that, the company sells a variety of third-party iPhone, iPad, Mac and iPod compatible products. The company's target market is end user consumers, small and mid-sized businesses ("SMB"), and education, enterprise and government customers.

- In terms of functionality, Apple knows how to create a product that's really easy to use.

AIMS AND OBJECTIVES

The company's mission statement indicates that Apple Inc. focuses on computer products as company results. The term computer products includes not only computers and smartphones, but also other goods or services that are mainly based on computer technology. For example, the company also offers cloud storage and software, as well as digital content distribution (App Store, iTunes, etc.) and online payment services (Apple Pay). The mission statement also specifies that the target customers of the technology companies are practically everyone. As a result, Apple develops products that address the needs and preferences of customers in various market segments.

The company's mission is to make the best products in the world and leave the world better than we found it. Similarly, the company's Vice President of Environment, Policy and Social Initiatives, Lisa Jackson, stated: We don't just want to create the best products in the world, we want to create the best products for the world. Therefore, the corporate vision statement aligns with Apple's corporate social responsibility strategy and places a focus on sustainability, environmental protection and the environmental impact of the business, in addition to the impact on consumers. Apple's vision statement influences strategic management in relation to the decisions the company's executives will make to achieve a future of leadership in the various

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industries in which the company operates. The term best products indicates that the corporate vision sees the technology company as a global leader in product design and development. The goal of having the best products challenges Apple to continue to push for novel innovations in product development. In this direction, the company's vertical integration helps to achieve a coherent business situation for leaders in the computer technology, software and online services industries. In this context, Apple's supply chain strategies support the design and development of the best products by pushing for supplier improvement and excellence. In order to fulfill its corporate vision, the company has strategies and policies in place that apply to both its operations and operations.

Qualities of Leadership

Business leadership is the ability of an organization's management to define and achieve hard goals, move swiftly and decisively when necessary, outperform the competition, and motivate employees to perform 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. Apple's success can be attributed to a strategic vision that went beyond conventional desktop computers to encompass mobile and wearable technology. The Apple brand and its continuous success are largely driven largely by both performance and design.

➤ Loyalty

Apple is currently among the most prosperous and successful technology businesses in the world. It commands an impressive 46.9 percent of the US smartphone market today (46.9% in 2021), and it enjoys an astounding 87% brand loyalty in both the US and Europe. Put the needs of the consumer before profit. Over time, Apple's customer loyalty and satisfaction have gradually increased,

demonstrating how customers feel about the company. 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

Apple today unveiled a number of significant new initiatives as part of its \$100 million Racial Equity and Justice Initiative (REJI), which aims to eliminate systematic inequities and barriers to opportunity 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

Apple stated ambitions to expand this project across its entire supply chain by 2030 as one of the first global corporations to achieve a net-zero carbon footprint for corporate emissions in 2020. By the end of the decade, all sold products will be carbon neutral in accordance with this objective. With a series of schemes (announced in 2020) to restore and reuse Apple goods, Apple is enhancing the durability and lifetime of its products as part of its environmental sustainability efforts. Among these efforts is a requirement that 40% of the materials used in the manufacturing of its MacBook Air range come from recycled materials.

➤ Problem Solving Capacity

In-depth market research and analysis can be used to solve the marketing issue Apple Inc. is currently experiencing as a result of rising competition. Apple Inc. should pay close attention to the tactics and choices made by its competitors. The business should do market research and determine what the customers need in order to serve them in addition to monitoring the competitors. The organisation will be able to apply the necessary innovativeness in introducing new products to the market by properly understanding what the customers require and the strategies being employed by the competition. To prevent competitors from taking

advantage of the company's subpar distribution tactics, it should likewise strive 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. The company's usage of a closed eco-system strategy is one of the causes of this. Secrecy is essential to the success of the business in such a strategy. Apple has received attention for being one of the world's most exclusive workplaces. Several documents provide guidance to employees on how to conduct themselves while representing the organisation. Only the employee communication mix will be examined for this task, though. 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

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"To offer the best user experience to its consumers through new hardware, software, and services," is Apple's stated objective. We think that we are on the face of the earth to build amazing goods, and that's not changing, according to Tim Cook's 2019 manifesto .Inside the platform for multibillion-dollar company However, Apple's second quarter of 2022 quarter was saved by iPhone sales. Apple's stated goal is to "provide the best user experience to its consumers through new hardware, software, and services." In Tim Cook's 2019 manifesto, he states that we still believe we are here on earth to create fantastic products.



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

The tactics and actions a leader use to manage, inspire, and direct others are referred to as their leadership style. Depending on their leadership style, individuals design and carry out plans while considering the needs of stakeholders and the welfare of their team.

➤ **AUTOCRATIC LEADERSHIP**

Autocratic leadership also known as Authoritarian Leadership, when a team or organisation is led by a single person, it is being run under autocratic leadership. A leader that practises autocracy dictates everything to their team members, including strategy, policies, processes, and the overall direction of the business. Authoritarian leaders like to be in command and hold all the authority rather than focusing on cooperation with others in their immediate vicinity and receiving input infrequently. Autocratic leaders frequently exhibit traits that followers admire, such as decisiveness, self-assurance, and a constant, concentrated devotion to the cause.

Apple Company co-founder and late CEO Steve Jobs had an authoritarian management style he had a rigorous focus on every detail and encircled himself with individuals who shared his values. His artistic sensitivity and "rigorous attention to details" were undoubtedly key factors in Apple's success and its Customer satisfaction.

➤ **DEMOCRATIC LEADERSHIP**

Democratic leadership also known as Participative Leadership. To ensure that everyone has an opportunity to participate in the decision-making process, the democratic leadership strategy entails soliciting feedback from your group mates and colleagues. Democratic leaders generally take the decisions, but their strategy encourages people to participate and care about the result. Democratic leaders are exceptional at encouraging innovation in their followers, and initiatives benefit from everyone contributing in a constructive way. One of the



best leadership styles is democratic leadership. It is because it gives entry-level workers a chance to practise using the power they'll need to exert wisely in later roles. Democratic leaders have a curious mind that motivates them to seek opinions from all quarters. They are excellent communicators people's desire for a participatory atmosphere, and subordinates frequently find them to be accessible.

Apple Company current CEO Tim Cook has a Democratic leadership style with his democratic management approach, Tim Cook encourages all Apple employees to use their skills to advance the business. Despite this, he does not delegate decision-making to other managers and executives. As an alternative, he maintains an open mind, weighs his alternatives, and persuades others to follow his path. Employees frequently believe that their company values them more when they feel involved in decision-making. A greater sense of importance may promote loyalty and increased productivity, both of which has reduced Apple's worker turnover. The business has maintained its position as one of the most prosperous businesses in history, and under Tim Cook's leadership, it has achieved historic firsts including becoming the first organization to attain a \$1 trillion market valuation.

➤ **FREE REIN LEADERSHIP**

Free Rein leadership also known as laissez-faire leadership. Free-rein leadership is a sort of management approach in which by spending the bulk of their time on important activities, managers take a hands-off approach, allowing team members to handle their respective obligations on their own. Supervisors still advise team members to come to them with inquiries regarding tasks or requests for extra resources, when needed, in order to complete their work. Laissez-faire executives thrive at delegation and inspire trust in their workforce by giving them autonomy over responsibilities. When necessary, they may offer constructive criticism, and since they freely delegate tasks to staff members, they are frequently regarded as being trusting.

Under this leadership style employees have the flexibility to independently develop their skills and abilities when they work in a hands-off setting. With little



to no supervision, they may perform more work, make judgments, and address complex issues. Employees' problem-solving, critical thinking, and decision-making skills will grow as a result of their independence in completing their own tasks and responsibilities. This enables them to progress within the organization and fast advance in their industry.

The two leadership styles used by Apple have aided in the company's development into a powerful brand. Despite rising competition, Apple continues to have the biggest market share for tablets and smartphones. The magnitude of the Apple company and, thus, its leadership are well represented by the company's strong stock performance.

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

Trust seems to be the key trait linked with leadership. A pacesetter cannot lead if his followers do not trust him. A pacesetter discovers the employees' / followers' problems and tries to solve them, but it's the trust that his followers hold on him which tells whether the leaders retrieve the knowledge and intellectuality required to solve the problems.

- Provides Direction

The hallmark of an efficient leader is clear focus and direction. Successful leaders operate with a vision of where they're going, and that they use this vision to inspire their people and their organization. Some leaders generate this vision and direction from within themselves then develop support for it within their team or organization. Others work with their teams to make a vision together. In either case, it's this clear vision and focused direction that allows leaders to align and direct the energy and resources of the organization to achieve desired goals.

- 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

Leadership competencies are skills and attributes that you simply can possess which make you a good leader. Leaders are often judged by their character. Many of those competencies require leaders to have the fundamental quality of self-discipline, or the power to control their feelings and overcome any personal challenges. Leaders act not out of their own interest but out of concern for others. Leaders who communicate information concisely and efficiently are valuable in any work environment.

- Empowers others

Empowering leadership is knowing the importance of being able to fully support a team by giving them the tools needed to be effective. Team members who are empowered feel more confident in their abilities and have a tendency to deliver projects with greater care. By implementing an empowering leadership strategy, leaders allow employees to require ownership of their work, leading to increased productivity, happier employees, and a healthy workplace culture.

- Supportive

Supportive leadership may be a leadership style in which the leader supports their subordinates with tools and resources until they have the skills to work autonomously. Supportive leaders do their best to make sure everyone on their team has the necessary skills, tools, and resources to finish the task they've been assigned or find success in a long-term project. Often, the extent of support varies

from team member to team member depending on each individual employee's knowledge and needs.

HRM ISSUES

- Engaging the workforce

Employee engagement has been an ongoing matter of concern for HR professionals for many years. Address those challenges by investing in intentional, deliberate communications to assist team members see what role they play in driving the business forward and in achieving the company's mission, vision, and values. Connecting daily work to the business strategy helps employees feel more invested, accomplished, and engaged in their work.

- Attracting talent to the enterprise

Talent acquisition is among the highest-priority human resource challenges this year. Competitive compensation and employee benefits packages are essential in attracting talent to your organization. However, to actually compete, you would like to dig deeper and offer meaningful experiences and a greater sense of purpose to your employees.

Managing Relationships

workplace relationships are more important than ever. Supporting healthy relationships is one among many challenges facing HR this year. Companies are finally settling into their long-term hybrid or remote working models, which has a significant impact on how employees interact with each other. Work models within the new economy are powered by the relationships fostered between managers and individual team members and their peers.

Training and Development strategies

Rapid upskilling and reskilling is becoming the norm within the new economy. However, the planet of work is evolving more quickly than static learning management systems can keep up.

In 2022, HR professionals will have to identify new solutions for training programs and continuing professional development. an efficient training and development strategy must account for rapidly changing technical skills and long-term transferable skills.

Talent Retention

Workers have more options for employment than they need in decades, so every HR professional must make sure to retain the current workforce — or risk losing them to an extremely competitive talent market.

The first step to improving retention is finding out why employees are leaving in the first place. Exit interviews can provide insight into what employees liked best about performing at your organization — and what they found lacking. Armed with this data, HR professionals can develop plans to deal with the factors that are driving employee turnover.

- Diversity in the workplace

Diversity remains a hot-button issue in human resources, with many organizations still struggling to create DEI goals into the broader strategic plan. this is often an important point for actually moving the needle at your company. That, in turn, is vital for employer branding and for attracting talent to

the organization, as more employees want to figure for companies that value diversity and offer everyone a sense of belonging.

- Embrace inevitable change

The world of work is not returning to the way things were before the pandemic. one among the greatest human resource challenges in 2022 is coming to terms with the new reality so your HR team can begin developing long-term plans that account for change and agility.

IHRM ISSUES

- Staff shortages

Despite high unemployment rates, there are still millions of empty positions throughout the world, which is causing businesses to struggle with the global workforce shortage. Although the causes of the scarcity differ by region, many point to the pandemic's impact on shifting hiring standards and changes in national policies.

- Failed expatriate assignments

31% of multinationals want to send employees on abroad assignments in 2022, according to a recent survey by consultancy firm Willis Towers Watson. This means that international HR departments will have their job cut out for them finding, onboarding, and managing new overseas employees. While there are many advantages to this investment for companies wishing to gain from the global economy, there are also considerable risks because of the high failure rates of expatriate enterprises.

- Localisation vs Standardisation of HR practices

The conflict between standardisation and localization is one of the main problems that global corporations face. The promotion of global principles while acknowledging the need to modify specific HR practises and policies to local markets, cultures, and institutions is what HR professionals must attempt to balance, according to the statement.

- Ethical challenges in multinational corporations

Establishing and upholding a single, overarching ethical code across numerous nations remains one of the major issues of international HRM, and it is related to the localization vs. standardisation debate. But there can frequently be inconsistencies between the morals of the parent corporation in one nation and the customs and laws of the host nations.

- The evolution of digital HRM

Automating routine tasks and gathering data to build predictive models for better strategic decision-making are two ways that digital HR, encompassing digital platforms, tools, and cloud-based technology, are being used more and more. The advent of digital HR has several advantages, such as higher productivity and efficiency, but it can also present some difficulties for line managers in HR who must interact with these technologies and for the employees.

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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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