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LEADERSHIP DEVELOPMENT



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1.0 Introduction

Leaders through their leadership qualities are able to encourage the employees to attain all the objective of the business. Thus, leadership development is the most vital part of any organization as it comes along with numerous benefits for the business organization. Right leadership can transform the organization completely to get better outcomes for the entire organization and even the people associated with it. Considering the case of Amazon, benefits of managing the role played by the leaders is seen by the huge success of Amazon has achieved over the years. It is currently dominating the world of online retail market and its reach is increasing day by day. Amazon's feat is the result of its leadership management which includes leaders managing themselves as well as others inside the company.

2.0 Mission Vision Statement of Amazon

Amazon has a mission of becoming the most customer-driven company business in the world. That why leaders at Amazon are developing themselves and their teams to become more and more creative in their ideas and implementation so that Amazon can deliver its customers well and enhance their lives in better ways. Amazon's vision statement is to great customer-value in the present as well as for the future. Amazon's leaders are highly focus on just this aspect of the company to become the best e-commerce company in the world. And for this reason, their mission and vision statement are highly customer-oriented as they wish to become the world most customer-focused company. Amazon considers its customers its biggest stakeholders and so it prioritizes it customers like no other company. Moreover, it pays attention to product selection and is boosting its functioning to become the most renowned company among its customers. They use the term "Amazonians" that builds a feeling of belongingness and strengthens the bond with its customer (Flamand et al., 2020). Hence, the mission and vision of Amazon revolves around being customer-centric with each passing day.

It is very true that successful leaders know the formula of getting better results from their employees. Actually, they know how to manage and develop their own-self along with others. Right leaders aid in value creation. For Amazon, creating customer value is given the

prime focus and thus its leaders manage it through customer- driven metrics (Denning, 2019). To manage the tasks in accordance with the customer value creation, leaders at Amazon have their experiments done so as to understand what can foster customer value creation. Amazon has mechanisms to measure real-time activities of the employees so that it can fully have a control on whether or not customer value is being created. These real-time metrics of measurement is the result of the unique ways in which the leaders at Amazon thinks and then coordinates others. Hence, it can conclude successfully that Amazon has action centric leadership which has the benefits of analyzing the quality and quantity of action taken to create value for its customers which is the main focus of business.

3.0 Understanding Leadership Development

Within any organization, a leader is a role model for others to follow. He is there to set clear aims and objective for others to follow in line of company's interest. Leaders, first of all do have clarity in their thoughts that are quite disciplined and self-controlled and then only others will follow their instructions. Jeff Bezos has often been praised for his leadership style where he very nicely inspires his teams and even superiors in his early days. Leaders must have such personality that it influences others in good ways. Jeff Bezos, the head of Amazon has always conducted himself in the best of ways and therefore his leadership style has also been a huge success. He is the one who was completely raised the level of Amazon with his clear and wise instructions that provided all others a clear direction to move in (Taufik).

4.0 Why is Leadership Development Important?

Leadership development has many advantages for the organization and it is quite obvious in case of Amazon that has managed its leadership in the most profound ways to ultimately make its organization stand out in the field of e-commerce. A leader is the key for executing any business organization without whom all other factors become useless. A leader is one who guides his employees and motivates them to perform better to make effective contributions towards their company by enhancing communications. Moreover, he needs to strategically plan to face the up and downs in the business and have visionary aims for the future growth and development of the organization. Leaders like Jeff Bezos, the head

of Amazon should have corporate leadership skills that makes business more and more resilient towards any sudden changes in the future. Such leaders constantly involve themselves in learning and their learning process never ends with their propensity to learn and acquire new expertise. Jeff Bezos has been highly praised for his business acumen and implementation skills. And in today's time roles and responsibilities of leaders have become all the more essential because of risks involved in businesses today due to uncertainties, slow economic growth or any other negative factors (Mishra, 2016). Thus, the benefits of leadership developing is very essential to make organizations more resilient against any negative change that can affect the normal functioning of the company.

5.0 How Leadership Development leads to Sustained Success.

If leadership is developed appropriately within an organization, then not only ideas are framed but they are also implemented strategically to attain preset goals and even future goals. It is the strategic leadership that empowers team- members to take their decisions in-line with the goals of the company. Through leadership qualities, leaders influence others under their control to be independent so that they can think and find new and creative ideas for the company's sustainable growth. And Amazon has this kind of strategic leadership within its organization where the employees get enough space for developing new ways of functioning and in this way, Amazon is able to focus on the bigger picture apart from the smaller tasks at hand. Amazon is moving forward with the target of becoming one of the most suitable places for buying products and services online and for this it is developing its strategic leadership (Sadq et al., 2018) so as to focus on long-term growth. Amazon is developing itself in such a way that it is able to beat the competition in its field of online business and even working stringently to cope up from changing economic and technological factors with the aid of its highly developed leadership practices. Hence, leadership development is sure short way to unending growth.

6.0 Stages Of Leadership Development

Leadership development is divided into different stages. There are 5 stages for leadership development. At this stage one informal leader is present. It is the leader who does not have the right ability or efficiency to be called a better and more effective leader. It is the initial stage and at this stage, the development of the skills of a leader is focused. The raw leader is prepared at this stage with tools for new things. At the next stage, the hands-on leader is prepared. At this stage of leadership development, the leader is made tough (Kets de Vries & Korotov, 2010). Collaboration, as well as a contribution, is the thing that ensures achievement and that is what a leader is made to learn. In the 3rd stage of leadership development, the leaders are trained to become experts. Various challenges are faced by the leaders in every organization and therefore it is very important to make them experts in their work. There should be supply chain experts so that they can strategize the supply and find the solutions to problems. In the 4th stage, a leader is taught how to be an engaging as well as an enabling leader. It is the stage where an expert leader is required to focus on technical things. In the 5th stage of leadership development, the leader is taught to become influential (Harris & Cole, 2007). This stage teaches the leader to perform in such a way that he can pose an indirect impact on the prospective audience.

7.0 Components Of Leadership Development

There are 6 components of leadership development. These components include cultivating leadership development which begins with a distinctly powerful foundation. It is creating achievement that a leader wants to attain. It also includes influencing the team in such a way that they could reach the target that the leader wants. The first component of leadership development is integrity. Integrity refers to fostering accountability within the working organization. When all the team members are integrated then they can become accountable as well as responsible for the acts which they have committed. The leader can make every person accountable and give them the authority to perform the task that is good for the organization. Another component is a risk. Risk refers to the obstacles that come in between an opportunity. Whenever there is something related to the future then

risks in that activity are necessary. The future is uncertain and it always leads to risks. The next component of leadership development is responsibility. If the people of the team become accountable then they have been given the responsibility of fulfilling the tasks also. Taking responsibility or ownership of some results is known as responsibility. A person becomes responsible for the task that they have committed and it is a really important task in any team. The component is a possibility. It refers to leading along with inspiration. All the possibilities are previously defined to foster leadership development. The urgency is the next component which refers to creating quality work as well as fashion among the team members. Preparing the objectives in such a way that it could benefit all the team members would result in creating urgency (Collins, 2018). The next component is tenacity. It is the cultivation of a winning mindset. Whenever a person wins a game it is because they have a mindset similar to winning any kind of task in an organization that it is very important to have a mindset to when the particular success.

8.0 Focus Of Leadership Development

The focus of leadership development is on various things. It focuses on the future needs of an organization. Along with the organization, the future needs of all the employees as well as the team members are also considered so that they could feel like an important part of this organization as well as a team. The core values of the organization are also considered. Along with that, the moral values of people who are participating in this team are also taken care of. The focus is also given to the competencies. Leadership is present everywhere. Whether it is a business or non-business organization. Even in the household leadership plays an important role. Implementing the strategy is another focus of leadership development (Collins, 2001). Once all the plans are made it is very important to implement that in a particular manner so that they could only give positive results.

9.0 Principles Of Leadership Development

Additionally, there are several principles of leadership development. First of all skilled knowledge is required. To become a good leader it is very important to have knowledge that is full of skills and efficiency. After this, the selection of leadership is done. There are different kinds of leadership and the one that is appropriate according to the people that are to be guided is selected. At the stage of leadership development, the leaders are

considered mentors. Mentors are the teachers that provide the information regarding everything as well as give direction to the team members to work on the right path as well as the right manner. Leaders also do the same thing by providing the right guidance to their team members. The people under leadership are educated. They're told to find the best knowledge that they consider and then implement it in such a way that it could only benefit them in several ways. A proper strategy is used for developing the leaders. If the strategy is not right then it could result in a negative aspect. Integrated executive leadership as well as coaching is another requirement for this development (Adair, 2006). Finally, the chance to lead is given to a leader so that they could practice all of their knowledge and become more efficient in their skills. The leaders are developed with the right strategy. A negative outcome could occur if the technique is flawed. Another requirement for this development is integrated executive leadership and coaching. A leader is finally allowed to lead so that they can put all of their knowledge into practice and improve their skills.

10.0 Benefits of Leadership Development

Leaders and their leadership are the most important ingredients for long-term prosperity of any organization. Leadership development is prime focus for companies around the globe and so it is for Amazon. Amazon has its own set of leadership principles for not only achieving the short-term goals but also long-term goals for its overall sustainable growth and prosperity. It is through effective leadership that an organization is able to realize its organizational objectives. And leaders play an important part in making its employees get enthusiastic about this organizational goal.

Jeff Bezos, the CEO and founder of Amazon has his own leadership style which is definitely very efficient as it has taken Amazon from just an online book seller to where it is today ruling world of e-commerce. He is leader with vision who had not only set future goals for the company but his exclusively leadership pattern helped the company achieve those stipulated goals. His ability to foresee the future of the company and then motivate his employees to drive towards the aim of the company is truly commendable (Works, 2015). Jeff Bezos has not only created a niche for himself but also utilized his leadership and management skill very aptly for the benefit of the organization. Hence, Amazon has truly witnessed the benefits of its leadership strength through Jeff Bezos.

Considering the example of Jeff Bezos who has implied transformational leadership to take Amazon to world's most renowned and successful brand in the world of online retailer. Amazon's leader has proved that it is the qualities of the great leader that can transform the company completely and take it to this level of success (Gardiner et al., 2020). Jeff Bezos is an example for other business organizations. His exclusively leadership qualities have led Amazon to achieve more than just mere survival. Through his transformational leadership he has set examples for other businesses to rise above the normal and strive for better future. It is the leadership guidance that strengthens Amazon in this fast-changing business world and has made Amazon success sustainable.

11.0 Framework of Leadership Development of Our Organization

Amazon has unique leadership principles that justify its success from merely a small online book seller to world's most famous online retailer. Firstly, leaders here are highly

obsessed with dictating their employees to be customer centric. Leaders at Amazon push their employees to be highly customer oriented i.e., creating value for their customers and building trust and maintaining good bonds with their customers. Secondly, there is an apt environment provided by the leaders of the company that encourage employees to bring new and big ideas. For this, there is rigorous debate among the team members where their cut down each other ideas with proper reasoning so that the best idea can be found (Kantor et al.,2015). They focus on performance of employees. Leaders promote either work or leave policy so that only employees who deliver results promptly are retained within the organization. Leaders here ensure that best input is given by employees so that optimum results are obtained. With Amazon being a huge success, comes huge responsibilities on the leaders to deliver great results and for this, leaders at Amazon visualize, strategize, promote innovation among their employees. Not only this, here leaders try to give their employees best environment to work so as to achieve higher productivity and become more diverse. Leaders at Amazon set high levels of work standards for themselves as well as their employees.

11.1 Managing Self

For a sustained success, the most essential quality that a leader must possess is to have a vision. Vision helps to develop main value-system of the team such as discipline. Amazon's leader Jeff Bezos successes has often been believed to be the successful of his vision and his visionary leadership skills. Visionary leadership has some traits such as deep-thinker of the future, believes in taking calculated risks, organizes everything well as per the vision etc. Jeff as a leader is quite focused and enthusiastic about the way he presents himself both commandingly and democratically. He knows exactly when to play what part of his leadership character to lead to the success of the company. Amazon has become the biggest tech company in the world today and its credited can be aptly given to the visionary leadership of Jeff Bezos wherein he focuses on various aspects of organizations such as motivating his teams to give best performances by thinking big. Other not so common qualities of Jeff as a leader are his ways of setting smart goals for his employees and then training and teaching them rigorously to achieve those goals (Solanki, 2019). Therefore, a leader should be able to manage himself first and then only he can motivate others to follow him.

11.2 Managing Others

Leaders serve as role models for others to follow within an organization so that everyone can work towards a common goal. The functioning of the whole organization depends on the way leaders tackle talent of the workforce.

Powerful leadership is the way to get the best out of your employees. A strong leader can very easily motivate, drive and challenge its teams towards higher levels of performance. Amazon head Jeff Bezos is a strong and powerful leader who has a vision for the company and at the same time knows how to leverage his employees in the best possible way and that's the reason why he has been able to transform his vision into a reality (Lunenburg, 2012). With time, he has attained and used his powers to achieve his stipulated goals by creating a vision for everyone associated with the organization. Powerful leadership does not mean to use powers authoritatively. It just helps to exert the necessary pressure on the workforce so that they can give the desired input as per the vision and mission of the organization. Amazon does not tolerate employees who do not give better outcomes. It only recruits and nurtures those employees who understand the work environment or are able to fulfill the objective. Amazon has leaders who know how to manage and care for their employees and respect talent (Maylett et al., 2017).

11.3 Strategic Thinking and Execution

Saad Munir

According to (Adair 2018), Strategic thinking is a long term thought process to achieve a successful team or company. This means to have the capacity to anticipate, the discipline to prepare now, and the ability to position yourself to compete and win in the future. New leaders at any level must be able to mobilize and focus resources and energy on the priorities that will ensure the future business success. The problem that the leaders faces in becoming more strategic is that society. Strategic Thinking is important for Leaders because a leader can consider strategic thinking, as it is an important skill. They can work through unknown situations, and gain abilities to reason, learn, and make decisions that enable employees to push forward in the face of setbacks. When a leader can make time to plan, they can more fully reflect on the future of their long-term goals, as well as those of their team. This means creating time to reflect on the future. To look at Business Objective from a Different Perspective is by changing your perspective. One can better determine the true competitive advantages of the business. This requires strategic thinking in leadership about how to optimize the investment of time, energy, and resources. To gather Intelligence data on an ongoing basis as a leader, it is essential to find reliable sources to collect intelligence data from, whether that is online through blogs, reviews, or even internally, this important activity allows a leader to make sense of what is changing in the business world. Opposing forces are those that currently stand between you and your future success. By considering how to think strategically as a leader, Strategic leaders can mobilize people, accelerate efforts, and sustain progress, and as the plan is implemented, they keep their people aligned and informed.

11.4 Action Centred Leadership (ACL)

According to (Olivia 2018), ACL is a practical, relevant and very effective methodologically to enhance leadership abilities. ACL is a simple leadership style, which makes it easy to memorise, apply, and modify to your specific circumstances. Action-centred leadership is a business leadership model that managers and leaders can use to monitor groups, teams or an organization. It allows management to apply, adapt and remember various workplace situations Task. The actions that you take to achieve a goal are your actions at the group level, to encourage effective teamwork and group cohesion.

12.0 LEADERSHIP MATURITY MODEL

12.1 Systematic leadership

According to CMEO (2015), Systemic leadership is the ability and preparedness to take accountability for the work of the organisation and the ultimate impact it has on everyone, and things involved. From the people to the environment, industry, economy, and society it seeks to serve. Exposures experience and education for leadership risk taking encouraged knowledge highly valued and enabled, leadership model well communicated, strong leaders' pipeline for key positions.

12.2 Scalable leadership

Scalable Leadership is all about to make sure that employees share the same goals and are working together to achieve those goals. The best way to align the people towards common goals is to use co-creation methods. For exposure experience and education for leadership development, some risk taking and knowledge sharing becomes important attempts to communicate the leadership model and made existing leader pipeline for key positions.

12.3 Integrated leadership

An integrated-solution approach to leadership development uses the leadership story to set the context for development. The story tells the organization why leadership is important and how leaders will be developed. Experience and education for leaderships development are risk and little knowledge sharing, leadership model exists but do not communicate weak leader pipeline for key positions.

12.4 Foundational leadership

Foundational leadership is a management structure in which the leader serves as the stable bedrock of the team. If you visualize your team as a pyramid, you, the leader, serve as the base. From here, you support and empower every part of your teams Educations as a primary leadership development method. Risk, intolerant, no knowledge sharing, lacks as a leadership model no leadership pipeline for key position.

13.0 Organization leadership development goals

13.1 Development Goals for Better Leadership

According to (sky Schooley,2022), Every business leader can improve their leadership skills. You should set actionable leadership development goals that you can track. Most leadership development goals centre on improving communication.

13.2 Be adaptable to change and growth

Instead of assuming you know everything, set a goal of being adaptable and open to learning. Openness to change can put you in a better position to successfully run the company.

13.3 Improve your emotional intelligence

The five major components of EQ are self-awareness, self-regulation, social awareness, social regulation and motivation.

13.4 Become more efficient

Business leaders often manage various conflicting responsibilities, due to which time management is very crucial.

13.5 Become more efficient

The best organizations are diverse and inclusive, comprising unique individual. Business leaders need to be good in evaluation. If an individual is right to fulfil the outcome that the business has while being a great fit for the culture, the more eclectic teams can be built .

13.6 Lead by example

The culture and foundation of a business start with its leadership. If you want an organization that facilitates open communication and teamwork, you must embody those traits.

13.7Be a mentor

Good leaders are also mentors. Your team looks to you for coaching, counselling and guidance, so make effective mentorship a priority when setting goals. You should create a development plan that helps each team member to grow as an individual and in their role.

13.8 Show appreciation, recognition and empathy for your team

Every great leader recognizes that a business's biggest asset is its employees. As a leader, you should express gratitude and appreciation for your team, especially when they reach a new milestone. If you have a team of satisfied employees, it can boost productivity and reduce turnover rates.

13.9 Be honest, transparent and accountable

Every business leader should be honest and transparent with their team, and always take accountability for their actions. Being an honest, transparent and accountable leader requires humility.

14.0 Issues faced by Human Resource Management

priiti chhabda

14.1 Issues around employee leave management

Speaker Note: It is quite difficult to accept that a company of the size and nature of Amazon has faced different issues around employee leave management. As per a recent report published by Time (2021), it was underlined that Amazon failed to calculate correct pays for employees that were on parental and medical leaves. In addition to this, Amazon withheld disability benefits from employees, thereby posing both legal and ethical HRM issue before the company.

One of the biggest flaws was reported in the attendance and leave management ERP system of the enterprise. Due to the flawed system, a number of employees were erroneously terminated and the workers facing critical health and family-related issues were provided show cause notices by the enterprise.

14.1 Lack of integration in employee management software

Speaker Note: Since Amazon's strategic management processes include a comprehensive mention of mergers and acquisition, it is critical to ensure that people from different companies (which merge in Amazon) are swiftly made part of the Amazon family. However, due to the outdated HRM systems in place, it was rather difficult for the company to ensure that integration of employees could be carried out in an effective manner.

14.2 Lack of fairness, objectivity, and transparency in evaluation system

Speaker Note: In addition to the poor leave management and lack of integration, Amazon's key employees have accused that the company's employee evaluation system is outdated and too much dependent on the outlook of managers. The employees feel that the systems introduced currently to evaluate the issues and challenges faced by the employees prolong the investigation process and lack transparency.

14.3 Cultural Issues

Speaker Note: There are cultural issues faced by the employees starting with harassment and discrimination against people of a specific background. This is a serious issue for an enterprise such as Amazon that boasts itself to be a flagbearer of globalisation and equality.

15.0 Suggested strategies to resolve HRM challenges

One of the first factors that is critical to resolve the HRM challenges is to acknowledge the problem. Amazon had recently hired third party investigators to evaluate the challenges that the enterprise has been facing in regards to human resource management. In addition to this, the company needs to upgrade and improve the HR tech processes currently in place. Furthermore, since human resource management could be more critical than managing any other resource, it is important to never lose the human touch. This means that it is critical to take account of personal counselling and one-to-one sessions in order to ensure that the challenges and issues faced by the employees are reported to the top management and decision-makers with proper follow-ups.

17.0 Issues faced by International Human Resource Management

16.1 HR tech used by Amazon at different locations is not integrated

Speaker Note: The lack of integration and support that the employees should receive from the HR tech platform is largely limited. In the current scenario, most of the efforts needed to manage the complex HRM processes of the company are carried out manually. The adoption and understanding of the tech-based system has been largely poor. Due to the limited volume of previous experience, HR tech has complicated the simple HRM processes. The objective of introducing HR tech was to reduce the time and effort undertaken by the human resource management processes. However, since the company needs to take account of over 1.3 million employees on a global scale, the system lacks integration and execution is poor.

16.2Complex role of leadership and HR managers

Speaker Note: The complexity in the system could be addressed but it would take a significant period of time. With the diverse geographic presence of the company and its operations expanding in almost all parts of the world, reaching to villages and rural areas in the emerging economies, the overall complexity in managing human resources shall increase even further. There is a need to take account of employee management, evaluation, taking account of local regulations and labour laws whilst taking care of the human resources. This makes the entire job of the leaders and HRM managers extremely difficult. With the geographic expansion of the company, the overall challenges will also expand.

16.3Lack of targeted training

The overall challenges faced by employees at different locations and countries could be extremely different from each other. Hence, an integrated training and development program for the workforce is something that would not resolve the issues before the enterprise. There is a significant lack of targeted training as the IHRM processes have failed to take account of local and cultural issues which are distinct to a particular place or country.

16.4 Strict implementation of culture

The challenge before Amazon due to cultural issues restricts the implementation of a centralised culture. There are a few areas such as discrimination, equality, and promotion of the weaker sections of the society that should be included in the code of conduct of the company, irrespective of the region in which it operates.

17.0 Suggested strategies to resolve IHRM challenges

Besides implementing the solutions that were suggested in resolving the HRM challenges, it is critical that the training and development module of the company should be focussed and customised as per the requirements of the enterprise and the people. The company is currently working to upgrade HR tech and hence significant progress should be expected in this sector as well. With the abundance of digital tools available to the HR decision-makers, Amazon should look forward to creating an integrated and centralised system of policies that is applicable to training, management and development of human resources on a global basis.

18.0 Best Leadership Development Practices of Our Organization

krishika patel

There are some leadership development practices that take place in our organization which help one become a successful leader who is able to accomplish their personal as well as the organizational goal. These are as follows:

18.1 Strong Executive Involvement: The presence of a strong executive leader is all about having the ability to inspire confidence in the team to do great at work and in the organization, involving executives at every level gives this motivation.

18.2 Targets Multiple Levels of Leadership: Here the managers are able to take up the role of a leader and get direct influence all across different levels and presents the different leadership process framework of performance management (McDermott, 2011).

18.3 Alignment With Business Strategy: In the organization, each role given to the leaders are directly or indirectly aligned with the business strategy so that whatever they do, they are able to contribute towards the organizational goals and objectives.

18.4 Tailored Leadership Competencies: The process of tailored leadership competency involves having self-awareness, influence, learning agility and communication as the main core of the leadership skill development and all these are made to get maximum team satisfaction and achieving the organizational goals ensuring the personal development of the leader as well with so many skills (Roupnel, 2018).

18.5 Learn By Doing: This is one of the hands-on approaches to learning where the leaders in our organization are asked to interact with the environment to make sure they adapt to it and learn. This encourages the leaders to learn something better and faster if they are able to practice it and do it and so they start doing it to learn it for their overall growth and with this they also work towards achieving organizational goals.

19.0 Leadership Development Process Of Our Organization

The process of leadership development is not easy and requires to play such role that develops the individual both personally and professionally in the organization (Kirchner, 2014). There is a particular process of leadership development in our organization that helps create successful leaders who contribute to themselves and also the organization as follows:

19.1Analyze The Needs: Here, the needs are identified by knowing the performance issues involved at various stages of development in the leader. After this, the high-performance expectation from the leader is classified and made clear to him and then the performance gaps & hot spots are identified to make sure they are worked upon for future development.

19.1Development Of the Blue Print: Here, all the competencies that are needed for an effective job performance are defined to the employee including elements that are related to the leadership elements. This is for his overall development as a successful leader who can contribute to his team as well as to the organizational goals. So, overall, a successful leadership blueprint is designed here to make sure the employee is developed from the core to take leadership ahead.

19.2Plan The Implementation: Here, one needs to establish a leadership development project team that can help to carry forward all the works related to leadership development in the organization. They will design 7 development learning solutions that can be in place to give all those who want to learn the skills of being an effective leader. They will also plan roll outs of leadership development programs needed as and when in the organization (Moldoveanu, 2019).

19.3Implement The Plans: Implementing the ideas is the process where the learning solutions are delivered and then the individual and team learning project is assigned. It also makes sure to provide any type of individual and team coaching for these projects to the learners as and when needed.

19.4Monitor Performance Improvement: Monitoring the individual and the team projects is needed to make sure that performance keeps improving further. In this process, evaluation of the performance is done to rectify the weakness and make sure the individual emerges out to be a strong leader and there is final evaluation and graduation done in the end.

20.0Leadership Development Programs Of Our Organization

There are different types of leadership development programs designed in our organization to help top-tier employees with not only growth of their skills but also helping them to find new roles in the company itself so that they can exercise these skills with their long-term influences. Our organization invest in their internal growth in this manner take up high

potential employees towards senior positions in the same organization in the near term. Those organizations that have leadership programs are seen to be having a boost in the bottom line and helps the company to have good recruitment. Leadership development programs helps the organizations in developing top class talents that they already have and transform them into leaders that they need to handle tomorrow (Serrat, 2018). Some of these programs for development at the organization are feedback-intensive programs, skill-based program, conceptual knowledge and awareness program, personal growth programs, socialization programs, action learning programs, coaching psychotherapy. Leaders at all the levels can benefit from such programs that are based on research and designed to build the needed competencies and letting the leaders tackle challenges they can face in the process.

21.0 CONCLUSION

Today, there is a market environment that is more complex and volatile than before and so for the organizations, it is necessary to have leaders with the skills to lead people, manage changes and find new opportunities. This needs to be further executed with strategy no matter how the business world changes in future so that the business remains constant. The path to leadership is lengthy and difficult that frequently necessitates different abilities and attributes at each stage of business. To be a successful leader, one must be willing to be vulnerable enough to discard what worked at the previous level, and take lesson and move ahead. He also needs to relinquish the need to be a hero for his team to follow him and he is able to guide them in return and continuously acquire and develop new talents along the way to success.

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Human Resource Management

Module code: LCMB7000

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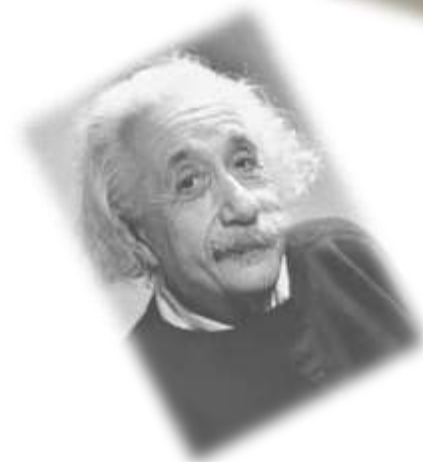
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LEADERSHIP DEVELOPMENT



QUALITY LEADERS ARE LIKE MAGNETS, THEY
ATTRACTS THE BEST PEOPLE



AGENDA

- **INTRODUCTION**
- **MISSION AND VISION OF OUR ORGANIZATION**
- **UNDERSTANDING LEADERSHIP DEVELOPMENT**
- **WHY IS LEADERSHIP DEVELOPMENT IMPORTANT**
- **HOW LEADERSHIP DEVELOPMENT LEADS TO SUSTAINED SUCCESS**
- **STAGES OF LEADERSHIP DEVELOPMENT**
- **SIX COMPONENTS OF LEADERSHIP DEVELOPMENT**
- **FOCUS OF LEADERSHIP DEVELOPMENT**
- **PRINCIPLES OF LEADERSHIP DEVELOPMENT**
- **BENEFITS OF LEADERSHIP DEVELOPMENT**
- **OUR ORGANIZATION LEADERSHIP DEVELOPMENT FRAMEWORK**
- **LEADERSHIP MATURITY MODEL**

AGENDA (CONT):

- **OUR ORGANIZATION LEADERSHIP DEVELOPMENT GOALS**
- **ISSUES FACED BY HRM**
- **SUGGESTED STRATEGIES TO RESOLVE BY HRM CHALLENGES**
- **ISSUES FACED BY IHRM**
- **SUGGESTED STRATEGIES TO RESOLVE BY IHRM CHALLENGES**
- **BEST LEADERSHIP DEVELOPMENT PRACTICES OF OUR ORGANIZATION**
- **LEADERSHIP DEVELOPMENT PROCESS OF OUR ORGANIZATION**
- **LEADERSHIP DEVELOPMENT PROGRAMS OF OUR ORGANIZATION**

INTRODUCTION

- ▶ **Leadership is a prime factor of any organization that leads it ahead in development and growth.**
- ▶ **If senior management does not place a strong focus on developing leaders and succession planning, the organization will see a continual loss of talent.**
- ▶ **Leaders are both born and made, so you can get better at being a leader.**



MISSION AND VISION OF OUR ORGANIZATION

MISSION



☐ Serve customers through online and brick-and-mortar stores, focusing on selection, price, and convenience.

Affordability

☐ A vast range of products
convenience

VISION



☐ "To be earth's most customers-centric company, where customers can find and discover anything they might want to buy online, and endeavours to offer its customers the lowest possible prices"

☐ Customer-centric firm
Global presence

UNDERSTANDING LEADERSHIP DEVELOPMENT

- **Leadership** is the capacity of an individual or group to influence and direct followers or other organisation members.
- **Leadership development** is a sequence of activities that prepare current and future leaders to effectively carry out their duties. Leadership development helps workers to improve their skills in the following areas:
 - Project management
 - Decision making
 - Strategy
 - Innovation
 - Network building
 - Team management
 - Coaching and development

WHY IS LEADERSHIP DEVELOPMENT IMPORTANT

- ▶ Leadership development is currently one of the most urgent concerns facing organisations.
- ▶ They were better equipped for future leadership responsibilities due to the programmes.
- ▶ Relevant to their leadership problems were the leadership skills acquired.



HOW LEADERSHIP DEVELOPMENT LEADS TO SUSTAINED SUCCESS

- ▶ *According to studies, leadership development enables firms to achieve the four factors listed below, which contribute to long-term success.*
- ❖ Improve bottom – line financial performance.
- ❖ Drive strategy execution.
- ❖ Retain and recruit talent.
- ❖ Increase your ability to adapt to change.



STAGES OF LEADERSHIP DEVELOPMENT

Stage 1

Informal leader

Stage 2

Hands on leader

Stage 3

Expert leader

Stage 4

**Engaging and
enabling leader**

Stage 5

**Inspirational
leader**

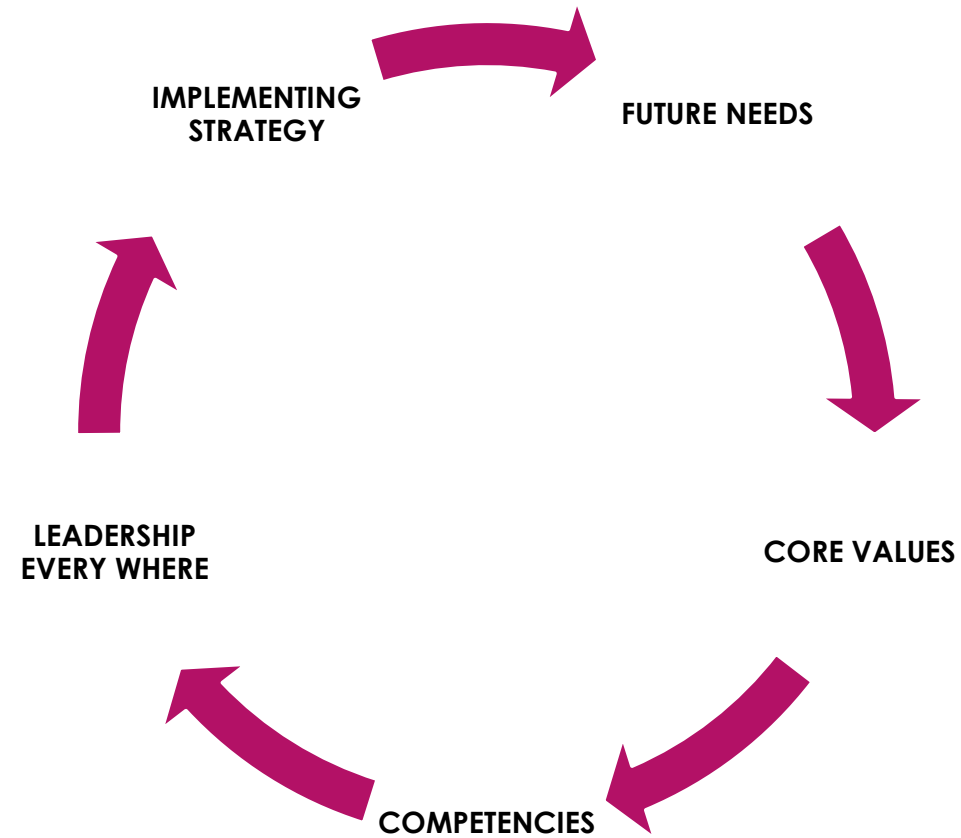
SIX COMPONENTS OF LEADERSHIP DEVELOPMENT

- ▶ **Development of leadership begins with a solid foundation of potent distinctions. Creating the desired success is attainable and within reach within your team.**

Here are six leadership development components:

- 1) **Integrity: encouraging accountability at work**
- 2) **Risk : seizing an opportunity**
- 3) **Taking accountability of one's own and the team's results.**
- 4) **Possibility: leading with inspiration**
- 5) **urgency: creating high-quality work and passion**
- 6) **Tenacity: cultivating a winning mindset**

FOCUS OF LEADERSHIP DEVELOPMENT



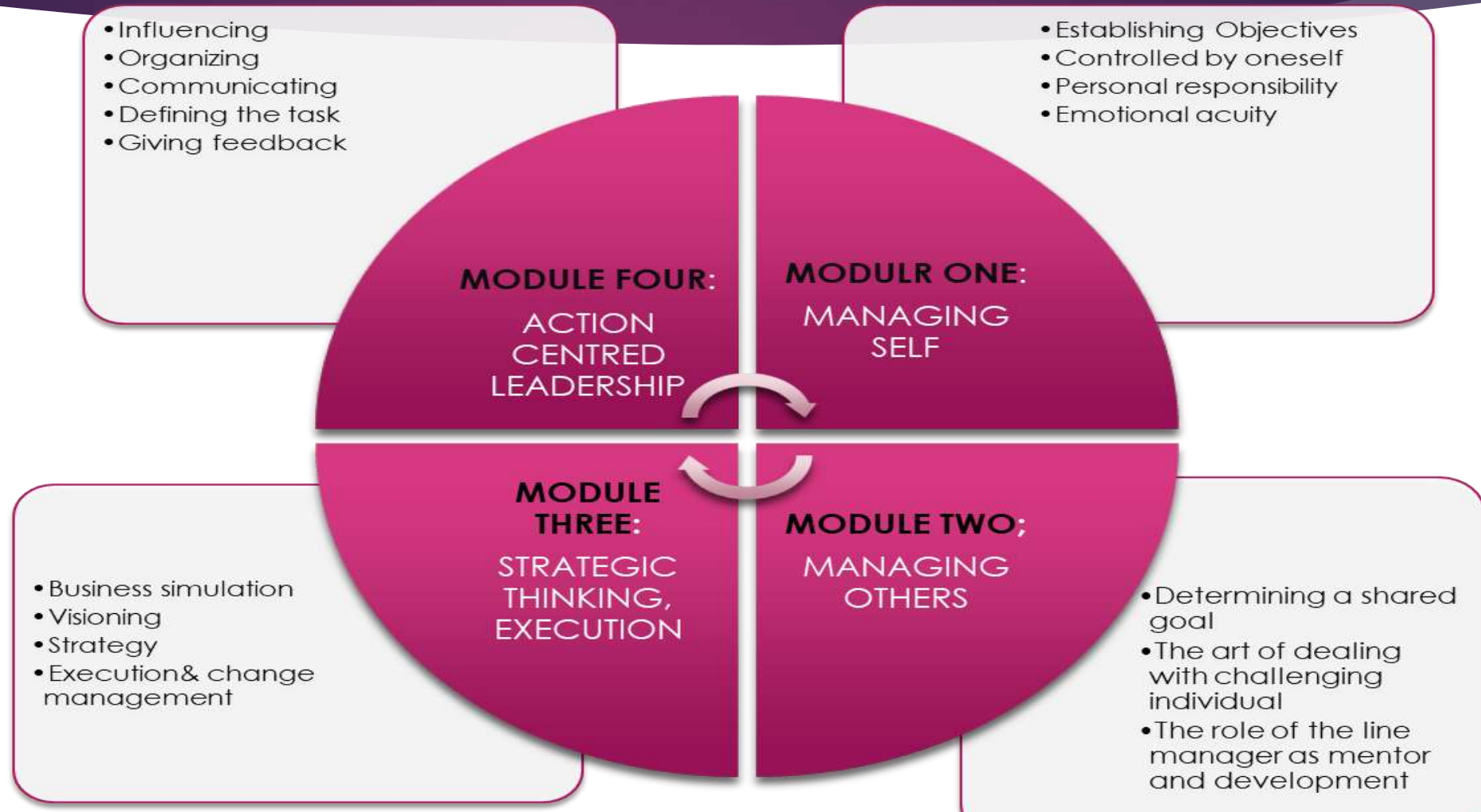
PRINCIPLES OF LEADERSHIP DEVELOPMENT



BENEFITS OF LEADERSHIP DEVELOPMENT



OUR ORGANIZATION LEADERSHIP DEVELOPMENT FRAMEWORK

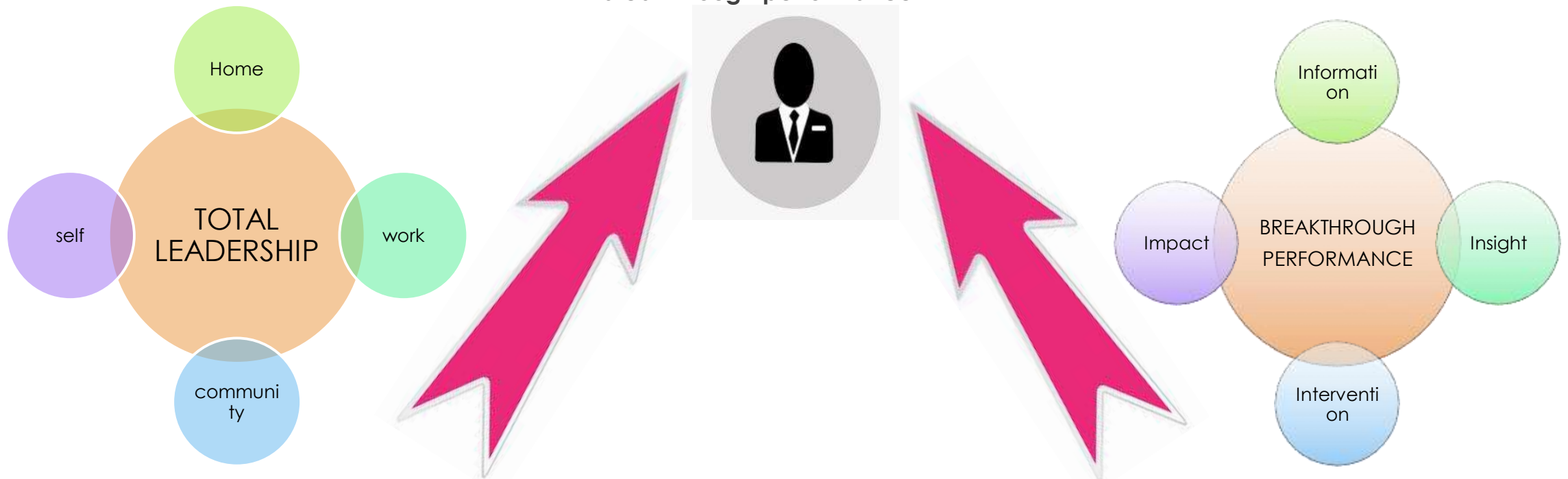


MANAGING SELF

Time management demand more than else self discipline, self-mastery ,and self- control.

(Brain Tracy)

It is the process of producing a total leader by integrating the characteristics of total leadership with the keys to results in order to propel breakthrough performance



MANAGING OTHERS

1

THE TALENT MAGNET

- Attracts talent individuals & utilises them at their peak of contribution.

2

THE LIBERATOR

- Creates an demanding environment that requires people's optimal thinking and performance.

3

THE CHALLENGER

- Defines an opportunity that causes people to stretch themselves.

TALENT
MULTIPLIERTALENT
DIMINISHER

1

THE EMPIRE BUILDER

- Hoards resources and underutilises talent.

2

THE TYRANT

- Creates a tense environment that inhibits people's thought thinking and talents.

3

THE DECISION MAKER

- Makes hasty, centralised decisions that cause organizational confusion.

STRATEGIC THINKING AND EXECUTION

STRATEGIC FORESIGHT

- ✓ To develop effectively strategies, we must cultivate strategic foresight.
- ✓ Strategic foresight is the capacity to methodically consider the future to in order to decision-making in the present.
- ✓ It is a skill we must cultivate as individuals, organizations, and as a society.

ACTION CENTRED LEADERSHIP

ACL is a practical, relevant and very effective methodologically for enhancing leadership abilities. ACL is also a simple leadership style, which makes it easy to memorise, apply, and modify to your specific circumstances.



LEADERSHIP MATURITY MODEL

SYSTEMIC LEADERSHIP

(explore, experience, education & environment for leadership development, Risk-taking encouraged, Knowledge highly valued and enabled, Leadership model well communicated, Strong leader pipeline for key positions.)

SCALABLE LEADERSHIP

(exposure, experience & education for leadership development, some risks-taking, Knowledge sharing becomes important, Attempts to communicate the leadership model and mode, Existing leader pipeline for key positions.)

INTEGRATED LEADERSHIP

(experience and education for leadership development, risk-averse, little knowledge-sharing, leadership model exists but not communicated, weak leader pipeline for key positions.)

FOUNDATIONAL LEADERSHIP

(education as a primary leadership development method, risk-intolerant, no knowledge sharing lacks as leadership model, no leadership pipeline for key positions.)

OUR ORGANIZATION LEADERSHIP DEVELOPMENT GOALS

Establish self
leadership as a core
competency

- Leadership that is not constrained by hierarchical rank

Incubate learning
and risk taking in a
supportive
environment

- Promote a learning organization

Encourage
collaboration,
destroying silos

- Identify and eliminate obstacles to work flow



ISSUES FACED BY HRM OF OUR ORGANIZATION

❑ Issues around employee leave management.

Amazon failed to calculate correct pays for employees that were on parental and medical leaves. One of the biggest flaws was reported in the attendance and leave management ERP system of the enterprise. Due to the flawed system, a number of employees were erroneously terminated and the workers facing critical health and family-related issues were provided show cause notices by the enterprise.

❑ Lack of integration in employee management software.

Due to the outdated HRM systems in place, it was rather difficult for the company to ensure that integration of employees could be carried out in an effective manner.

ISSUES FACED BY HRM OF OUR ORGANIZATION

❑ Lack of fairness, objectives and transparency in evaluation system.

In addition to the poor leave management and lack of integration, Amazon's key employees have accused that the company's employee evaluation system is outdated and too much dependent on the outlook of managers

❑ Cultural issues.

There are cultural issues faced by the employees starting with harassment and discrimination against people of a specific.

STRATEGIES TO RESOLVE HRM CHALLENGES

- One of the first factors that is critical to resolve the HRM challenges is to acknowledge the problem. Amazon had recently hired third party investigators to evaluate the challenges that the enterprise has been facing in regards to human resource management.
- This means that it is critical to take account of personal counselling and one-to-one sessions in order to ensure that the challenges and issues faced by the employees are reported to the top management and decision-makers with proper follow-ups.

ISSUES FACED BY IHRM OF OUR ORGANISATION

- HR tech used by Amazon at different locations is not integrated.
- Complex role of leadership and HR managers.
- Lack of targeted training.
- Strict Implementation of culture.

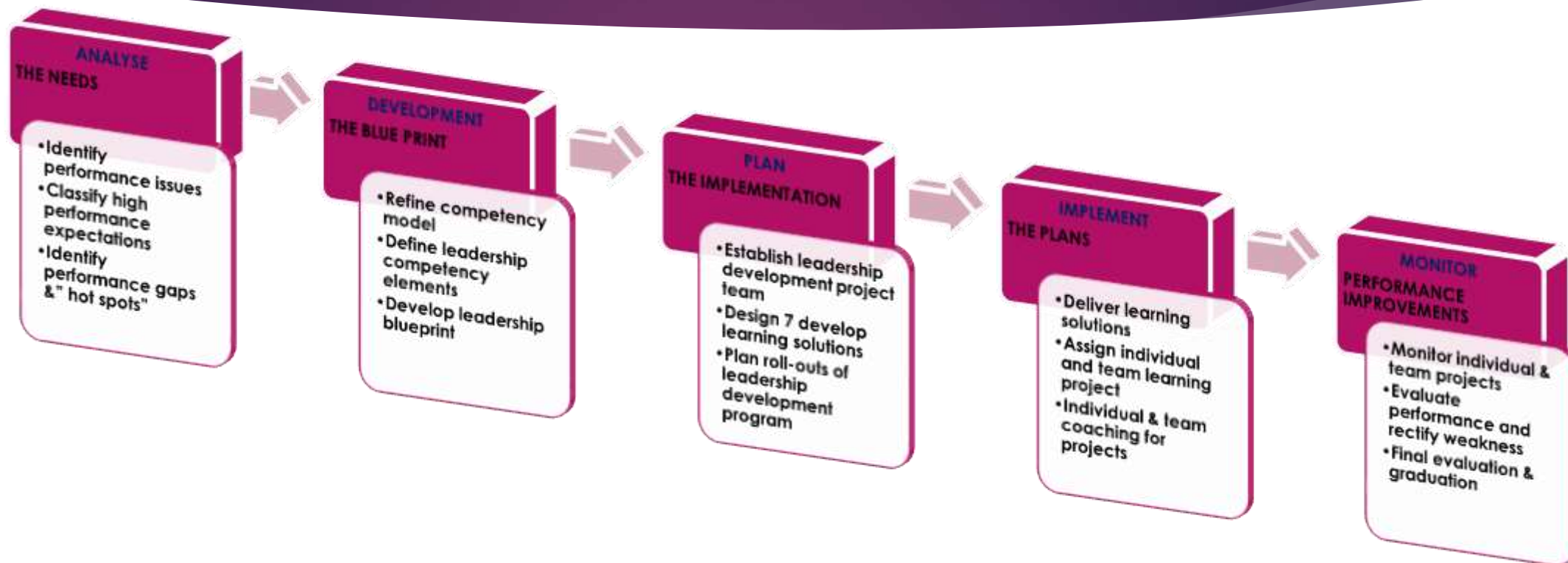
STRATEGIES TO RESOLVE IHRM CHALLENGES

- ✓ Besides implementing the solutions that were suggested in resolving the HRM challenges, it is critical that the training and development module of the company should be focussed and customised as per the requirements of the enterprise and the people. The company is currently working to upgrade HR tech and hence significant progress should be expected in this sector as well. With the abundance of digital tools available to the HR decision-makers, Amazon should look forward to creating an integrated and centralised system of policies that is applicable to training, management and development of human resources on a global basis.

BEST LEADERSHIP DEVELOPMENT PRACTICES OF OUR ORGANIZATION



LEADERSHIP DEVELOPMENT PROCESS OF OUR ORGANIZATION



LEADERSHIP DEVELOPMENT PROGRAMS OF OUR ORGANIZATION

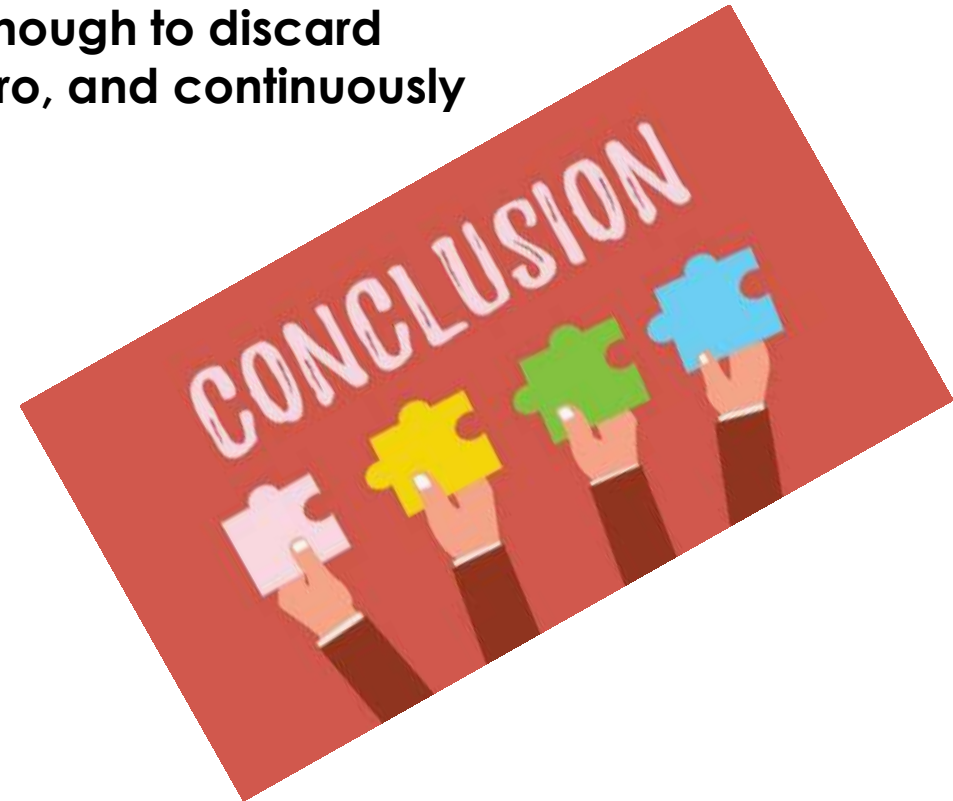
1. FEEDBACK –INTENSIVE PROGRAMS
2. SKILL BASED PROGRAM
3. CONCEPTUAL KNOWLEDGE AND AWARENESS PROGRAMS
4. PERSONAL GROWTH PROGRAMS
5. SOCIALIZATION PROGRAMS
6. ACTION LEARNING PROGRAMS
7. COACHING PSYCHOTHERAPY



CONCLUSION

The path to leadership is lengthy, difficult, and frequently necessitates different abilities and attributes at each stage.

To be a successful leader, you must be willing to be vulnerable enough to discard what worked at the previous level, relinquish the need to be a hero, and continuously acquire and develop new talents along the way.



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THANKYOU

WE ARE OPEN FOR QUESTIONS