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Course: MBA General Management

Module: Human Resource Management (LCMB 7000)

Main Topic: Leadership and development

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Reflective Report

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Introduction

The assignment topic of our group presentation was leadership development and we took the example of the company Capgemini for better understanding. We worked as a team to complete the presentation and worked separately with specific topics in the presentation. My contribution to the presentation was the topic of Charismatic leadership and to fulfil the requirements of the project I had to research the leadership style which helped me to understand the characteristics, challenges, benefits and also the influence of charismatic leadership on followers. In this report, I would be discussing my understanding of the charismatic leadership style.

Introduction to HRM & IHRM

Human resource management is crucial to running a successful business. Business owners must take great care when assigning tasks to their employees. This is because poor management can severely damage a company's ability to grow and earn money. HR managers must also take action when employees commit misconduct (Bratton et al., 2021). Doing so helps to prevent future problems and promotes teamwork. Hiring and firing employees is an essential part of HR management. People are the heart of any company; good management skills ensure that your company stays healthy and profitable. HR specialists also handle employee benefits such as health insurance or flex-time schedules. This way your company can stay competitive while helping its employees feel valued. HR is also responsible for maintaining employee records and assuring that all workers comply with the law. Doing so ensures that the company operates ethically and fairly for all employees.

International HR management is an international human resource management concept that seeks to coordinate human resources worldwide (Ererdi et al., 2022). Human resource

management refers to all the policies, plans and actions taken to create, select and maintain a workforce for a company. This includes the leadership, training and development of employees. HRM is a global profession that impacts all industries. HR has become increasingly important in a globalized economy (Bratton et al., 2021). International trade and investment have increased the number of multinational corporations (MNCs) in the world. MNCs have to manage human resources in different countries. This makes it difficult to ensure that employees are treated fairly everywhere. Treating employees fairly is especially difficult when different countries have different cultures and economic systems. HR professionals are called upon to bridge this gap by promoting human rights in every country and by creating curricula to teach job skills (Ererdi et al., 2022). Globalization has forced companies to think globally when it comes to HRM.

Reflective Analysis

I have understood that charismatic leadership is a type of leadership in which leaders are typically very passionate and have a great sense of charisma (Tucker, 2017). These Leaders typically have a strong emotional connection with their followers and are known for being able to motivate them to achieve their goals. Charismatic leaders often rely on their charisma to gain favour with others and inspire them to be successful (McClean and Collins, 2019). Charismatic leaders are known for their ability to communicate with their followers in a way that inspires them to achieve success. Their leader-like qualities often result in rave reviews from their team members. This type of leadership has been shown to be more effective than other types when it comes time for them to take on major projects or make decisions that affect the entire organization (Le Blanc et al., 2021).

I have realized that people are more likely to trust charismatic leaders because they can make their followers feel like they belong to something bigger than themselves. It is believed that charismatic leadership is especially important at times of difficulty and transition. Since charismatic leadership is linked to the effectiveness of a strong leader, the majority of organizations and other sectors prefer its application during times of pressing adversity. These charismatic leaders are thought to have the right and privilege to spot the discrepancy between an employee's needs and wants and what the company is able to provide for them (Shamir and Howell, 2018). A clear vision that is typically imaginative, inventive, and expressive may be developed through charismatic leadership, and it also assures that followers can understand it and are inspired to keep working toward the objectives. Charismatic leadership aids in creating a clear vision that is frequently inventive, creative, and expressive and ensures that followers can understand and continue to be inspired to achieve the goals (Shamir and Howell, 2018). These charismatic leaders are able to articulate a vision and make sure that everyone on the team can get behind it (Le Blanc et al., 2021). Having the capacity to relate to people on an emotional level and motivate them to follow and support the leader defines charismatic leadership. Talented people can connect with charismatic leaders and be motivated to join their organizations. They can also foster an atmosphere where workers are willing to take chances and question the status quo. For organizations that are continually looking for ways to improve their goods and services, this kind of leadership is crucial. It facilitates the development of an innovative and creative environment. Additionally, it is essential for efficient problem-solving and communication. A charismatic leader motivates his followers to achieve greatness (Meslec et al., 2020). He has the ability to make his followers feel important and cared for. A charismatic leader could be able to influence others' behaviour or thinking. He might be able to sway people's views and opinions. People frequently see a charismatic leader as having a good influence on the people

around him. Top talent must be attracted and motivated through charismatic leadership. It is significant in modern business since the idea aids in overcoming the difficulties faced by contemporary executives in a global company environment. The effectiveness of charismatic leadership in raising employee engagement and morale inside the organization is well known (Meslec et al., 2020).

I have also understood the challenges that come with being charismatic. Charismatic leadership can be difficult to maintain and can result in frustration among employees. There is evidence that charismatic leaders can lead their organizations in ways that are destructive and often ineffective; and second, there is concern that charisma may lead to leader burnout and a decline in organizational productivity. Many have voiced concerns that charismatic leaders cannot manage difficult tasks or that their leadership style can be too promotional and self-promoting (Meslec et al., 2020). Others have argued that the power of charisma can lead leaders astray from sound policy decisions or that it can create a soap opera-like atmosphere at strategic levels. These criticisms may be warranted, but there is no one clear answer as to how these issues could be resolved. Along with the challenges of charismatic leadership I have also been able to comprehend the significance of level 5 leadership associated with charismatic leadership. Level 5 leaders help an organization from being successful to being truly great. They have a wealth of knowledge and experience that they can draw on to help an organization reach its full potential. Level 5 leaders also play an important role in the organization by helping to create a culture that promotes success. This includes setting high standards and providing support when needed (Shamir and Howell, 2018).

Conclusion

Since my contribution to the presentation was about the charismatic leadership style I have understood many new characteristics and traits of the leadership style and also how it influences its followers by guiding and motivating them on the right path. I became aware of the challenges of charismatic leadership and how it influences the vision and mission of an organization. Overall, I have also understood the concept of leadership development including many theories like contingency theory and trait theory and their effects on the followers and organization. With the help of the organization Capgemini, I have been able to understand the concepts in a better way.

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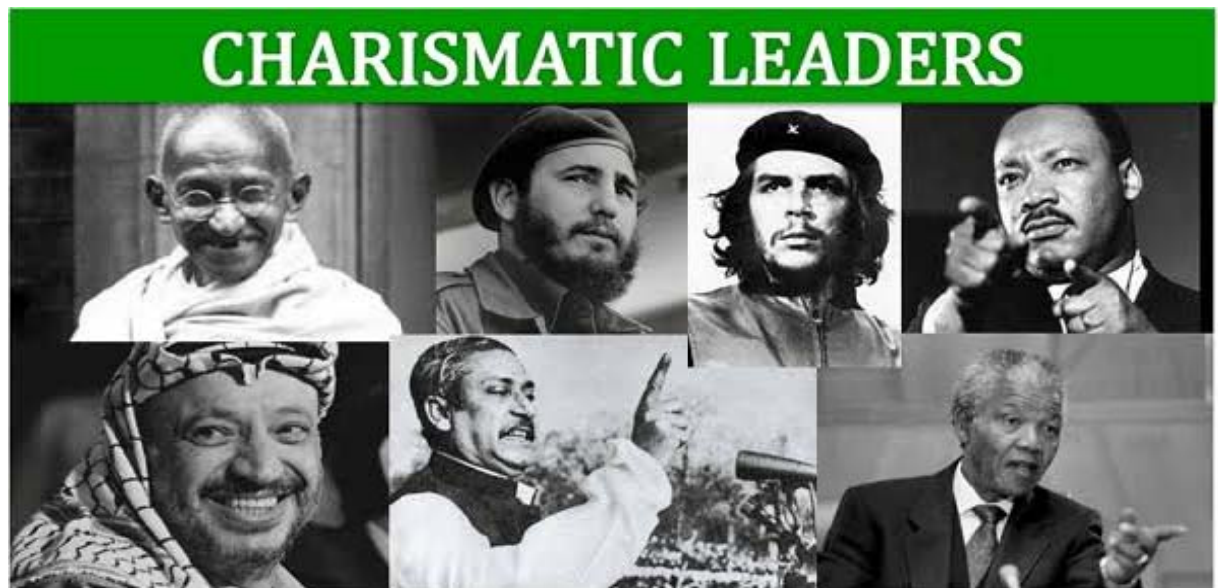
Appendices

1. Traits of Charismatic Leaders

CHARISMATIC LEADERSHIP TRAITS

• Self-motivated • Humility • Care for Others • Self-awareness • Emotional Intelligence • Self-Discipline • Passion • Resilience • Accountable • Supportive • Tech-savvy • Determination		• Integrity • Compassion • Communication • Self-awareness • Gratitude • Learning agility • Influence • Empathy • Courage • Respect • Positive • Creativity	• Innovative • Honesty • Active Listening • Self-Confidence • Vision • Delegation • Decision-making • Problem-Solving • Fair Attitude • Inquisitiveness • Empower others • Maturity
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2. Examples of charismatic leaders



3. Tactics of Charismatic Leaders



4. Advantages and disadvantages of charismatic leadership



5. Types of Charismatic Leaders

CHARISMATIC LEADERSHIP

Types of Charismatic Leadership

01	Socialized Charismatics	Restrain the use of power in the interest of others.
02	Personalized Charismatics	Use power to serve their interests.
03	Office-Holder Charismatics	Attain their Charisma chiefly from the position they hold.
04	Personal Charismatics	Gain esteem from others' faith in them as people-independent of the office or position they hold.
05	Divine Charismatics	Defined by concepts of mysticism, narcissism, or magnetism qualities.
06	Celebrity Charismatics	Overlap their public celebrity with socialized & personalized traits.

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Aim: To interpret how the behavioral theories of leadership make an impact in a leading multinational company and also to understand how it helps with the working of the company. This article will also help us understand how the implementation of these certain theories may lead to better decision-making and improves productivity to deal with conflicts, expectations, and motivation.

Introduction: Theory of Leadership Behavior: " leadership is turning vision into reality" According to the behavioral idea of leadership, a person becomes a positive chief solely when his or her conduct suits others in special situations. But how do you recognize which motion is excellent for which event? What exactly is this concept of leadership? Let me explain! The behavioral idea is a management principle that says that the foundation of a profitable chief is behavior, now not innate qualities. It has the potential to study or evaluate behavior/behavior for a unique situation. This idea explains that turning into a leader is no longer difficult if you are interested in getting to know and performing positive behaviors. This theory requires that all leaders be conscious of their actions, apprehend their impact on the company's performance and team spirit, and act accordingly. Your moves toward others at work gain the employer and its results. Benefits of Behavioral Leadership Theory: • Promote the fee of leadership patterns with the aid of prioritizing people's pastimes and engagement. • Facilitates joint decision-making and crew development. This is executed by using aiding the man or woman needs of each crew member and aligning both character and team goals. • Helps managers through grasp and evaluating how their movements have an effect on their relationships with team members. It additionally encourages them to make contributions and make a contribution to the desires of the organization. • Leaders familiar with this idea strive to strike the proper stability between one of a kind sorts of leadership. This strategy will assist you understand that your behavior as a chief depends on your productiveness and problem for people. Disadvantages of Behavioral Leadership Theory: • This theory encourages distinctive styles of leadership. However, no longer each and every leader's conduct is terrific for each and every situation. • This idea gives little guidance on how to be an superb leader when dealing with crises in a variety of situations. • After considering this concept of leadership, it is challenging to determine which

management style enables one crew to operate higher than another in real life. world. It all depends on the different group contributors and the surroundings in which they work. • In theory, no one management style is proper for all managers in all situations. This concept is the most broadly widespread theory of leadership, however it also has some strengths and weaknesses.

Leadership Action Theory Associated with CAPGEMINI: CAPGEMINI is a international leader in consulting, technology services and digital transformation based in Paris, France. Leadership theories are ubiquitous, and their roots are rooted in a range of real-world examples and real-time influences in countless organizations. The important intention of the management idea assessment is to create a successful managerial surroundings with managerial and management qualities. The CEO of Capgemini persuades and ensures that the employees are given a chance to study and improve leadership abilities through monitoring the movement from time to time followed by selecting those employees who possess leadership skills. The CEO of CAPGEMINI agency evaluates the employees primarily based on their behaviors and work structures. The possession of the following characteristics and competencies confirms profitable goal leaders and the organisation focuses on retention of them;

QUALITIES SKILLS

Assertive Willing to anticipate accountability Energetic Tolerant of stress Cooperative Adaptable to conditions Persistent Desire to have an effect on others Alert to the social environment Achievement-oriented Decisive Persuasive Organized Fluent in talking Conceptually professional Diplomatic and tactful Creative Clever Ambitious Knowledgeable about group work

The above list and capabilities are indispensable in reaching organizational goals and serve as an inherent part of a good leader

Motivational Theory impacting worker motivation: Motivation is defined as a driving force initiating a unique conduct in response to a power (external/ inner cues). Motivated personnel are necessary to a company's success. They provide your organization an advantage, are noticeably productive, and are indispensable to the working conditions of a number organizations. Focus on the internal desires of employees who don't.

Physiological needs: mirror basic needs that should be met first, such as food, water, clothing, and shelter. For example at home.

Belonging needs: consist of gratifying the want for social connections, keeping a circle of pals and social networks, being an necessary part of the community, and being an lively member of society. When an organisation meets these needs, employees are stimulated and work to maintain the success, development and increase of the organization. As the company continues to develop and enlarge globally, evolving labor relations are consistently put to a wider scope. This improvement challenged management concept by using continually changing the assumptions beneath which agencies operate. The following theories focus on industrial family members between employees inside an organization:

A Systems Perspective Approach to Industrial Relations: This method is based on the thought that conversation is the way a number of structures and subsystems are brought collectively through an organization. It offers the notion that it is a connection brick held in the .

Positive Synergies: The complete team is thought to function quicker and higher than character expectations. Positive synergies are meant to get more out of the group's overall performance.

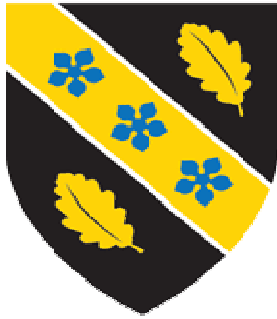
Interdependence: Interdependence suggests the reality that all employees are interdependent. If one department or employee's output becomes every other department's or employee's contribution, and even one missing piece, the whole team can fail and fail to attain its goals.

Homeostasis: Homeostasis refers to the herbal tendency towards equilibrium, synergy, coordination and stability maintained between homogeneous or heterogeneous corporations and groups of employees. It is additionally called the tendency of a system to maintain its steadiness in times of change.

Characteristics of Different Organizational Structures: Organizations are shaped based totally on unique desires that we ought to attain during our lives. These functional/operational goals are completed

through synchronizing the efforts of the organization's personnel and a number other participants in accordance to the following: structure. Functional Structure The useful structure is the division of labor and work procedures into their respective departments. Different departments such as sales, marketing, finance, and R&D have their own purposeful perspectives that acquire a single, coherent result. Department Structure Department structure is used when thinking about a larger organisation and when a large agency is divided into distinctive divisions and departments. Summary: Behavioral theory is an vital aspect in Grasping the relationship between management styles and their relationship to innate or acquired behaviors and/or traits. Differences in organizational styles, structures, and cultures have an effect on organizations large and small. Their foundation is bolstered by means of applying rules, policies, structures and cultures that become an imperative phase of the enterprise and enable new and present personnel to behave accordingly.

Links: <https://en.m.wikipedia.org> › Capgemini wiki <https://www.geeksforgeeks.org> › ca... Capgemini interview journey (on campus) Capgemini [https://www capgemini.com](https://www.capgemini.com) › Behavioral Science: A New Business Paradigm | Research and Understanding Conclusion: Finally, after cautious analysis, a conclusion has been reached that behavioral theories play a vital role in the working of an oorganization It



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Module: Human Resource Management (LCMB 7000)

Main Topic: Leadership and development

Sub-Topic: Contemporary Leadership Different Roles

Lecturer: Mushfiqur Rahman

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Introduction

Leadership development is the process of enhancing an individual's ability to perform in a leadership role within an organization. Leadership roles are those that help an organization's strategy be carried out by fostering alignment, gaining mindshare, and developing the talents of others. The potential candidates are identified by human resource management in association with the executive board members. The process goes through several programs and workshops through which the potential candidates are coached for the future. The idea is to make these candidates feel recognized for their credentials and provide them with support from the organization (Wooll 2021). The essay will look into the role of Capgemini as an organization in its leadership process.

Who is a Leader?

A leader is a person who has the capacity to influence others in his or her decisions for the betterment and achievement of organizational goals. A leader has the capacity to demand obligation from his or her members with the inherent authority within. One of the most popular ways of understanding a leader is by identifying the traits that have been recognized by the Trait theory (See Appendix A). According to this theory, the traits of a leader are the ambition to lead, positive energy, self-confidence, honesty and integrity, knowledge of the job area etc. However, trait theory has been criticized on the grounds that it is difficult to predict the traits that will universally be present in all potential leaders.

Different Stages of Leadership

The journey of being a leader in an organization is a dream sought by many but each candidate has a different story and each will go through a unique journey which is different to

others. However, three distinct stages are common for all potential candidates and everyone has to go through these stages. These stages are as follows:

1st Stage: The Doers

The first stage includes the leaders showing the initial traits of being a leader. This is the stage where one can influence colleagues to do things that will be essential for a project. Making things in accordance with the perceived goals through authority is the first stage. This stage also results in letting go of the things one is good at which results in challenges and efforts that one has to endure in riding up the difficult ladder.

2nd Stage: Creating the Ambience

The second stage will change the existing ambience and it will create the required ambience to climb up. In this stage, the potential leader will be working across levels and will be responsible for about hundred to two hundred people but not everyone will be directly reporting to the potential leader. This shows the diverse groups that the leader will be responsible for and the role of the leader in this stage is to create a setting that will help in achieving the perceived goals from different goals and ultimately from the organization.

3rd Stage: Multi-Functional Leadership

The final stage changes a potential lead into a multi-functional asset of the organization. A leader at this level may be leading teams that are not remotely connected to his or her expertise but that benefit the leader to liaise between different levels which establishes his or her influence at a multi-functional level. The strategies implemented will be creating connections across different teams despite the fact that the leader may have to learn new aspects in different areas (Lewis 2017).

Contemporary Leadership Roles: Mentoring, Self-Leadership, Online Leadership

The process of leadership development has changed over the years and the scope has expanded to many roles which did not exist in the last century. In the traditional arena, the scope of leadership was narrowed to increase the profit of shareholders. As such, the role of leaders was limited to a planner, director and controller (Lurie and Tegelberg 2019). The modern period has advanced with new complex approaches to business that have resulted in roles that are related to the requirements of modern society. One such major role is a business architect who designs the flows of business among different working cycles. Another significant contemporary role is of a coach or a mentor. A mentor or coach acts as a teacher who is responsible for two kinds of functions- assisting in career growth and psychosocial functions such as counselling. A very new form of role is self-leadership which implies leading and controlling their own behaviour as per needs. Another contemporary role that emerged with the rise of technology is online leadership. While non-verbal indications may not have any role, the tone and structure during video calls or emails including writing skills help in building trust and influence even on a virtual basis.

Capgemini- A Case Study

Capgemini is one of the major organizations that work on a global level for consultancy, technology and outsourcing. Founded in 1967 and headquartered in Paris, it has a team strength of around 200,000 members globally. The organization was established by Serge Kampf who is known as an exceptional entrepreneur. After his death, the current leader of the organization Aiman Ezzat has also shown his leadership skills and he has won the title of “Best European CFO”. Due to its unprecedented growth, Capgemini realized the need to strengthen the members from within and as such several leadership development programmes

were initiated by Capgemini (Impact International n.d.). One of the most significant programmes launched by the organization was called WeLead which aimed at a better representation of women leaders in business. This programme resulted in more than 33% of the workforce as women (WEP 2020). During the Covid19 lockdown, Capgemini started an ambitious initiative namely “Call for Ideas” which would not only invite new ideas for tackling business during lockdown but will also bring out the potential leaders of the future (Murthy et al 2021, 250). Additionally, Capgemini collaborated with Information Technology Senior Management Forum (ITSMF) and brought out the initiative of a one-to-one instructions-led course for leadership development where leaders who had 20 years of experience would guide the participants for the future (Capgemini 2019).

Challenges

Creating and finding out effective leaders of the future is the biggest challenge. Even if the potential leaders are identified, it is not always possible that they can be trained at the same pace and level. However, behavioural training can help potential candidates to become leaders of the future.

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Introduction

International human resource management is the process of recruiting, educating, and rewarding staff members in multinational and worldwide enterprises. An international corporation has branches outside of its home country that rely on the manufacturing or commercial know-how of the parent company. A multinational corporation (MNC) is typically thought of as having several enterprises located in different countries that are all managed from the same country's headquarters. International HRM encompasses the standard HRM duties including recruiting, choosing, training and development, performance reviews, etc. up to a global level. A corporation gains a competitive advantage by having a productive personnel base. Furthermore, we are aware that a sizable proportion of firms are global in scope (Murthy and Nethravathi 2021). Consequently, the need for global employee management is increasing. The effective management of multinational staff is a crucial aspect in determining if an international business endeavor succeeds or fails. It is now challenging for international organizations to attract, hire, and retain people. IHRM is crucial when it comes to managing personnel from different nations and areas.

Discussion

By demonstrating dynamic leadership, managers may increase the motivation and morale of their workforce. A successful leader influences others' behavior so that they actively help the organization reach its objectives (Boyd *et al.* 2017). The function of leadership is to encourage group efforts. It improves the group's performance via constant efforts as well as effect on interpersonal relationships. Individuals with similar interests may work together beyond the purview of formal partnerships because no organizational structure could accommodate all relationship kinds. The behavior of the subordinates is better regulated and controlled by these informal links (Cooper and Sommer 2016). Effective leadership uses these unofficial relationships to accomplish company goals.

The pandemic having paved the way for hybrid working arrangements and highlighted the importance of the employee experience. This raises the question of whether employees believe their companies are developing the proper competencies, qualities, and procedures for the workplace of the future. For most recent Capgemini Research Institute research, *Re-learning leadership: Creating the hybrid-workplace leader*, Capgemini surveyed 1,380 respondents from 548 businesses and conducted in-depth interviews with business executives, educators, including leadership-development experts. It discovered a widening disconnect. Compared to 69% of executives, just 49% of employees believe that their organizations successfully made the switch to a remote/hybrid working paradigm (Capgemini 2022). Organizations need to develop leaders with the skills (such as authenticity, emotional acuity, as well as ability to adapt to change) required to address the requirements of employees in a hybrid world in order to accomplish this (Capgemini 2022). As a consequence, organizations should indeed implement policies and practices that acknowledge and reward such qualities. A systems-thinking mindset and a C-suite that prioritizes people may help implement change, and limiting burnout would improve employee wellbeing.

The foundation of the Capgemini Automotive TechnoVision Playbook for 2022. Consequently, as a consequence of ESG standards, OEMs confront a particularly severe leadership task. Sustainable thinking should be as crucial to overcoming it as the traditional concerns of cost and quality. The hybrid workplace is posing new problems for organizations, necessitating a renewed emphasis on traits like honesty, emotional intelligence (EI), willingness to change, and the ability to create culture of trust where personnel feel empowered. Nevertheless, businesses aren't doing enough to prepare leaders for effective leadership in a hybrid workplace. Thus, Capgemini's leaders should try to adopt transformation leadership style in order to efficiently manage their workforce.

Leaders are required to inspire and mentor their team while exhibiting traits like emotional intelligence (EI) as well as sincerity. They are also expected to give employees the freedom they require. Only 37% of employees in non-supervisory roles say that the pandemic helps them uncomfortable heard and included by their employer, and therefore only 47% of employees in these roles indicate that their companies actively encourage teams in making choices on their own (Capgemini 2022). In reality, the pandemic has made it even more crucial to respect the physical and mental health of employees. The leadership as well as the workforce had different perceptions of how successfully health and wellness were managed all through the crisis, however (Capgemini 2022). Contrary to 72% of executives, only 49% of workers believed that their firms were capable of protecting the physically and psychologically wellness of their employees. Only 34% of workers said their firms are actively exploring steps to reduce employee burnout, according to the survey (Capgemini 2022).

Most of the push to go back to work comes from top management. Nevertheless, the majority of workers demand flexible choices, particularly in light of COVID-19. Because several employees are "anger leaving" their jobs, there is a lot at stake for standard when it comes to introducing a mixed work paradigm. One of the primary challenges of hybrid work is figuring out how to lead as well as interact with other people who have quite diverse inclinations for sharing their opinions and thoughts within such a company. Speaking up in meetings or in front of others is not natural to everyone. According to the findings of research poll, feeling overloaded with additional meetings and messages was a significant difficulty with hybrid work (Dahiket *al.* 2020). The hybrid model focuses on innovative teamwork strategies that promote harmony between chances for deliberate work and group debate of concepts and points of view. Teaching new skills to leaders is essential, but this is only part of what is required to have them ready to lead in a hybrid context.

Capgemini leadership must also make absolutely sure that the right enabling conditions are present for leaders to function effectively. Redesigning hiring as well as performance evaluation frameworks are only two examples of how to make sure the talents and traits necessary for hybrid employment are taken into account and rewarded appropriately. Fundamental modifications to these procedures are needed in addition to leadership training. However, the research revealed that businesses are not focusing enough on making these key adjustments.

Conclusion

Businesses that aggressively grow their leadership development initiatives may see larger benefits for their staff, but first organizations must establish a strong cultural basis for change. This will involve fundamentally altering procedures and practices in strategy to garner and compensate leaders who display the traits necessary to guide enterprises toward a hybrid future. It may become more difficult for leaders to start serving as noticeable examples to follow to their teammates when they work remotely since home and family cultures may start to take center stage, despite the fact that a flexible strategy might very well show up to become more inclusive, staying at home also increases the likelihood that individuals will have become lonely as well as associate with the "out crowd." Customers' expectations and experiences were among the other important topics brought up.

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Appendix



(Source: [Capgemini Hierarchy Structure | Org Chart Capgemini](#))



(Source: [Savills Blog | How do you successfully implement a hybrid working model?](#))

Module: Human Resource Management(LCMB7000)

**Topic: Transactional and Transformational Leadership: Study of
Capgemini**

Lecturer: Dr. Mushfiqur Rahman

Student Name: Ajith Kandula

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Name of the University: University of Wales Trinity Saint David



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Introduction:

Leadership development is a procedure through which future leaders are identified. The entire process is bridged by Human Resource Management and International Human Resource Management which provides budding leaders with appropriate tools and training. Both Human Resource Management and International Human Resource Management play a critical role with respect to leadership. A global leader with exceptionally good leadership skills is the primary requirement for an organization to be successful. The culture of the organization should help positively for the budding leaders to be successful. Good companies have their strategies aimed towards the development of leaders for the future. The Human Resource Management and International Human Resource Management in these companies collaborate with the executive staff at the senior level for creating the ambience necessary for the birth of a leader (Juneja n.d.).

Different Leadership Models:

Kurt Lewin, the German psychologist has been credited for defining various models for leadership. The three major leadership models are as follows:

- i) Autocratic Leadership: This style of leadership is synonymous with autocratic rulers who do not consider the opinions of others. It is also known as authoritarian leadership and all kinds of decisions and policies are taken single-handedly by the leader.
- ii) Democratic Leadership: This kind of leadership is exactly the opposite of the authoritarian style of leadership. Also known as participative leadership, this kind of leadership takes all kinds of decisions and goals after discussing and considering everyone's opinions. The employees have a cordial atmosphere of work and the final decision is taken by the leader after consultations.

- iii) Laissez-faire Leadership: This kind of leadership believes in the rights of everyone and they have absolute freedom in taking a decision. The employees are empowered by the leader by supplying materials and information but the employees have a great scope to expand their own careers (University of Arizona staff 2022).

Different Theories of Leadership and the Study of Capgemini:

Leadership development has over the years come up with several theories. One of the most popular theories is the Contingency Theory which asserts the birth of a leader during emergency or contingent situations. Founded by Fiedler in 1964, the contingency theory of leadership saw a phenomenal rise during the 70s but it declined with the emergence of the 21st century. As this theory depends upon the circumstances for a leader to rise, the development of this theory changes according to the circumstances. Capgemini, my case study organization has practised this theory during the biggest crisis in recent times, namely COVID-19 where the organization looked at leaders who will be able to sustain the organization.

Another major theory of leadership development is charismatic leadership. As the name suggests, the leadership ability here depends upon emotions that are built on communication and evident attributes that reflect heroism and exceptional vision for which the leader can take any kind of risk (See Appendix A). While charismatic leadership does not belong to the traditional category of leadership, the sheer personality based on energetic, motivating factors drives the crowd to comply with their strategy. Charismatic leaders bind everyone together based on four major aspects. They have a grand vision, a statement about the vision, and strategies to reach the vision and they link the past, present and future of the organization to get everyone united towards the vision. Charismatic leaders take steps to set an example for their followers. However, the theory is limited in its scope as it depends upon the followers

having low self-esteem while the leader is at the upper level of the organization. The theory has also been criticized on the ground that leaders often driven by their self-interest and selfish goals do not take the other members' good or the goals of the organization into consideration. In the case of Capgemini, leadership has always been influenced by a charismatic style of the leaders. The leaders have been visionaries who have maintained a good rapport with the employees, both on personal and professional levels. The leadership in Capgemini has been accessible for the employees which only reflects their vision of building an organization with good work culture (Harvey 2020).

Two more leadership theories that complement each other are transformational and transactional leadership. Transactional leadership believes in the existing structures and focuses on results and successes according to the prevailing structure. The leaders here motivate the followers by instructing the goals in the existing structure. The basic tenet of rewarding after success is one of the characteristics of this leadership. Transactional leadership is a form of laissez-faire leadership where decisions are taken after delegating all tasks to the employees (See Appendix B). Transformational leadership, on the other hand, has an influence over the followers and they work for the all-round growth of the organization. Transformational leadership as the name suggests has the capacity to take ground-breaking decisions which have been demanded by the need of the hour(See Appendix C). Transformational leaders promote the goals and the vision among the followers and implant the idea and influence among them. Transformational leaders take extra effort for all employees and provide individual attention to each of them. Transformational leadership however need not be confused with charismatic leadership as charismatic leadership works only on the charisma and personality traits of the leader but transformational leadership is much beyond that. Organization of Capgemini started as a consultancy firm but it soon understood the need for transformation with the changing dynamics of the market due to the

emergence of technology. The term digital leadership is getting popular in recent times. Capgemini absolutely realizes the importance of this and believes that successful transformation of an organization is possible only when it is managed and led by an effective leader who understands the goals and visions for the change (Capgemini 2017).

Conclusion:

Choosing an effective leader is definitely a challenge for an organization, especially in light of globalisation as a borderless world also means leaders and management teams can be from different zones. This leads to different issues because of the diversity of cultures. However, the universal traits of leadership should be focused on and it may be widely considered that transformational leadership goes beyond the borders and helps in the growth of an organization.

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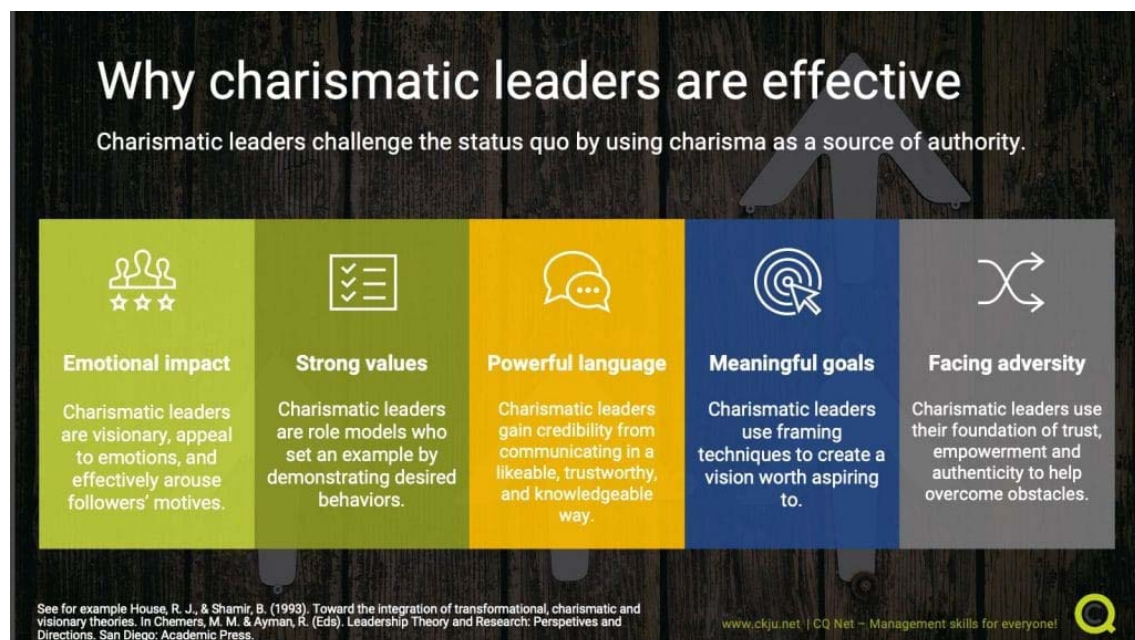
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List of Appendices:

Appendix A: Charismatic Leadership and their Traits



Note. Charismatic Leadership. By Digital Knowmad [Photograph]. 2019 CQ Net.

(<https://sergiocaredda.eu/organisation/leadership-models-the-theory-and-the-practice/>).

Appendix B: Transactional leadership



Note. Transactional leadership. By Slideteam [Photograph].2019.

(<https://www.slideteam.net/effective-leadership-management-styles-approaches-transactional-leadership-theory-ppt-icon-good.html>)

Appendix C: Transformational Leadership

Note. Transformational Leadership. From WisdomJobs[Photograph]. 2020.

(<https://www.wisdomjobs.com/e-university/principles-of-management-tutorial-293/transformational-leadership-9508.html>).

Module name: Human Resource Management
Group Assignment - Leadership Development
Individual part - Trait theory

Module code: LCMB7000
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Introduction

The trait theory in leadership development proposes inherent talents and features which form a leader in any person. These features may comprise attitude or behaviour, physical appearance, and mental as well as emotional intelligence of an individual. Trait theories disregarded the conventions around traits of leadership being hereditary or developed. This theory usually introduces a personality model which assesses amicability, carefulness, sociability, sensitivity, and candidness. It provides thorough information and comprehension of the constituents of the leadership necessary to become a leader. It assists to evaluate a person for his/her ability to become a leader by setting a benchmark for assessment (Nawaz and Khan, 2016). The leader possesses an entire set of natural and successively attained individualities, though due to the deficiency of realistic investigations and studies which adequately considers environmental influences, there is a contradiction in determining these individualities of leadership. Further, they also do not offer any clarity on methods for analysing these individualities. This theory emphasizes the leader and certain styles of demonstrated traits which produce effective leaders (Uslu, 2019). For instance, Steve Jobs was a brilliant leader and is often considered a case study on leadership skills and his talent of zealously expressing his ideas which encouraged other people to accompany him in his endeavours. The trait theories have been utilized to cultivate many evaluation procedures to provide simplified comprehension of the variety of factors concerning an individual's conduct, social relations, and opinions regarding everything surrounding him/her (Ghasabeh *et al.*, 2015).

Trait theories

Administrative leadership is a versatile arena and has been studied thoroughly by a range of scholars taking different approaches to define it. I have learnt that leadership happens in every

domain and its study encompassed various facets including managerial, educational, psychological, sociological, and political. The definition of the concept of leadership varies a lot due to the abundance of diverse research conducted by scholars from different backgrounds, and hence no common explanation of leadership is formulated which can be accepted globally (Andriukaitiene *et al.*, 2017). Some of the major theories as shown in the figure below:

Universal Theories			Contingency Theories		
1			2		
	Assumptions	Criticisms		Assumptions	Criticisms
Great Man Theory	The leader has innate characteristics. Leadership is genetic. Great men are natural leaders.	Has a gender-based prejudice. Does not say anything about organizations. Lack of scientific rigour and reality.		In any case (under all circumstances) there is no optimal leadership style. Different situations and circumstances require different leadership styles.	The lack of adequate research. Fails to account for how certain demographic characteristics (e.g. education, experience, age and gender) influence the leader-subordinate relations.
Trait Theory	The leader has a whole set of congenital and subsequently acquired characteristics.	Lack of empirical tests and research. Does not take into account environmental factors. Inconsistent research findings of leader characteristics. Does not provide clear information for the measurement of characteristics.	Fiedler's Theory	Findings When the leader-follower relations are good, the tasks are planned or structured, and leader's position power is high, the most effective leadership is task motivated leadership. On the contrary, when the leader-follower relations are weak, the tasks are unplanned or unstructured, and the leader's position power is low, the most effective leadership is still task motivated leadership. When the leader-follower relations are moderate, the tasks are moderately planned or structured, and the leader's position power is moderate, the most effective leadership is relationship motivated leadership.	
Behavioural Theory	The effectiveness of the leader depends on his/her behaviours. Leader behaviours are not innate, can be seen and learned, and effective leaders can be trained.	Has inconsistencies among the findings of the research. Does not consider situational factors in explaining leadership	Hersey Blanchard's Model	When it is considered in terms of psychological and work maturity, if the followers are mature effective leadership style is delegating style and if the followers are immature effective leadership style is telling style. If the followers' maturity level is moderate, then effective leadership styles are selling and participating styles.	

Figure-1. Leadership theories

(Source: Uslu, 2019)

In the initial 20th century, the leadership trait theory also referred to as the Great Man theory was the first logical effort to research the leadership concept. The idea of a great man proposes some exceptional individuals have the aptitude to reform and bring tangible transformation to the culture. The leadership trait theories started emerging throughout the 1920-30s. In 1949, the qualities of alertness, intelligence, responsibility, insight, persistence, initiative, sociability, and self-confidence were proposed as the exclusive effective leadership traits. Additionally, the prominence of circumstantial influences was acknowledged. Though, these effective leadership traits differ in every situation and erstwhile function collectively. The effectiveness of leadership cannot be projected based only on traits in a particular situation which I will apply in future also. Eventually, six effective leadership traits including honesty, motivation, self-confidence, integrity, knowledge and cognitive ability of the business were proposed. But later on, four crucial leadership traits of competency, honesty, foresight and being an inspiration were accepted. Although leadership trait theories highlighted the significance of leadership traits but never elucidated the presence of these traits being inherent in every individual or whether can they be acquired by adequate preparation or learning. Further research underlined the fact that trait theories overlooked the effects of circumstantial and environmental aspects on the efficacy of a leader in any condition (Asrar-ul-Haq and Anwar, 2018). In this way, I developed an understanding of the trait theory of leadership and thereby I have decided to instil traits like social and intellectual aspects to differentiate between me and other non-leaders.

Knowing the traits in people which are important for a leader has potential consequences in the choice of electing leaders. If there are more experienced female leaders then the traits of male speciality will be less recognized in the list of traits essential for

leadership, while traits like cooperation, empathy and sensitivity remain constantly anticipated irrespective of other traits and experience in leadership. The occurrences of gradual change are necessary for contemporary leadership and supportive corporate culture to best utilize these changes (Nichols, 2016).

Human resource management or HRM deals with every facet of employing people and managing them in an organization. It comprises various activities of planning and managing humans as a resource including recruitment, workforce management and skill management along with corporate social responsibility, database management, organizational management and development. Other activities such as resourcing allocation, employee learning support, performance management and incentives, management-employee relations, employee service provisions and employee welfare (Armstrong and Taylor, 2020). It also has an international dimension which was been understood from designing presentation for my group work.

International Human Resource Management (IHRM) has conventionally studied Multi-National Enterprises (MNEs) with regards to their diverse human resources in the various countries they operate in. MNEs have to do the transaction not only with a range of domestic business practices but also with a series of issues in national policy to form a business strategy. IHRM ascertains efficient methods for MNEs to address the needs of the organisation to coherently and cost-effectively approach to manage its workforce in these countries. Moreover, it ensures receptiveness to the dissimilarities in expectations from functioning with diversity. Thus it focuses especially on the management of the international workforce which is one of my crucial learnings developed from the presentation (Brewster *et al.*, 2016).

Brief about the topic

The topic mainly focuses on the trait theory in the context of a successful business leader capable of managing and organizing the businesses in the domestic as well as international marketplace to establish a reputed brand image. The traits of a leader still remain to be governed by traits of contemporary influential business leaders and the theory of leadership traits also stays fluid. Any organisation is as good as the people who work in it hence the significance of HRM and IHRM is more evident in formulating an effective strategy and ascertainment strategic objectives.

Conclusion

Overall I have learnt that the growth of a business leader cannot be determined by theory and has to be looked at as a comprehensive concept of human behaviour and development with regard to the sociocultural, ethnic, political, economic and other circumstantial influences an individual faces during his/her life experiences.

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Course: MBA General Management

Module: Human Resource Management (LCMB 7000)

Main Topic: Leadership and development

Lecturer: Mushfiqur Rahman

Contemporary Issues in leadership

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Introduction

What is Leadership?

They say a leader is not built in a day. It is a practice of positivity and confidence and a process of fast decision-making. It is a quality that needs many other essential and strong qualities to become a leader.

Leadership is the process of becoming a leader. It is an exercise that is developed with practice over time. Leadership is a quality whereas a leader is a person who possesses this quality.

Leadership can also be understood as an influence of a person on a crowd or a team.

Some important qualities of leaders are

- Confidence
- Observance
- Ambitious
- Positive
- Visionary
- Excellent Managers

Human Resource Management

Human Resource Management is one of the most prestigious departments of companies around the world. Human Resource Management is the most demanded management role in the world.

It includes recruitment of staff, interviewing human resources, processing payrolls, taking care of the needs of the employees, and arranging company meets and outings. Human Resource Managers also take care of training the staff as per the needs of the company. There are many functional units of HRM within the department. Everyone has a specific role. The most common ones are, recruiting, event management, training, and Health care.

International Human Resource Management

IHRM or International Human Resource Management system is a system of HRM Management that works in global firms. It is concerned with the issues of Human Resources Management across MNCs and international firms and businesses.

International Business needs Management of employees using International laws, language barriers, and visas for global offices.

Difference Between HRM and IHRM

Many factors distinguish between domestic HRM and International HRM.

Where HRM has simpler roles in terms of recruitment and management whereas International HRMs recruit people globally and are concerned with coordination, cross-country setting, and administrative processes regardless of the borders.

Most the IHRMs have various branches of Management. The International human resource management systems are more complex and handle a wide range of issues including pay scales according to countries, time zones and handling regional offices and managing virtual meetings.

Leadership in HRM

The leadership as a trait is the most essential to Human Resource Management system. The HR teams can positively affect the company culture which directly and indirectly affects the profits of the firm. A bad company culture can make employees and hence losses in the financial market.(Hughes, 2013)

The HR Manager's goal today is to create an environment that makes employees stay with the company. The cost of training an employee is high. The company does not wish to lose employees, so, logically, they would not want them to leave.

HRM issues in Capgemini

Capgemini is a global consulting organization that was established in 1967.

The consulting company offers services related to outsourcing, consulting, promotions, accounting, etc.

The organization has a high ethnic culture. They religiously follow seven values that they think is important for their firm. The leaders at Capgemini are expected to follow honesty, Boldness, Trust, Freedom , Fun, Modesty and ability to work in a team.(Chen, 1997)

Even though, there are several issues concerning HRM at the company.

Issues at Human Resource Management (Capgemini)

Capgemini had several management issues in HRM, internal as well as external. Because of digital revolution and borderless business and personalization of services. Capgemini faced several issues in Human Resource function –

1. The **paradox of being partner of business while being ahead of the business**.
This means that HR needs to look into the future needs of the people.
2. **Digital transformation** in and across all the departments of the organization. The digital transformation becomes more important to support businesses across the borders. This requires creating the right leadership capabilities for guiding employees to focus on the work through digital means.
3. Being **local plus global** management of the business was getting challenging. HR has difficulty in managing tasks with labour laws, local services and simultaneously supporting HR reports for their global services.
4. **Being data driven but employee focused**. For Capgemini HR, staff data and information is extremely important. Thus, it sometimes becomes a problem in managing the current staff requirements and managing newcomers.
5. **Personalization** of services smoothly regardless of boundaries.
6. Providing **High quality** services at **low cost**.

The challenges were genuine. And hence needed a proper focus at evolution of the HR functioning.

Vision of HR maturity Model

The maturity model of Capgemini HR requires evolution using three excellent drivers of HR – excellence in service providing, excellence in providing HR expertise and excellence in translating business issues into people solutions. These three excellent drivers shape the maturity of the HR function and enable HR to cope with the challenges discussed above.

1. Needed cost effectiveness and personalisation of the services. Capgemini standardized centralized HR service with “one HR portal entrance”. It gave opportunity to search and filter out information that is important to them.

2. Centres of Expertise that helps HR expertise in business and solutions. CoEs are responsible for programs and process and integration of possibilities in functions of finances and legal business.
3. Master data management system to integrate 'big data' to create better analytical system in the department functions.
4. Complete digital transformation with integration of CoE to speed up the services online with accurate data and analytics.

Conclusion

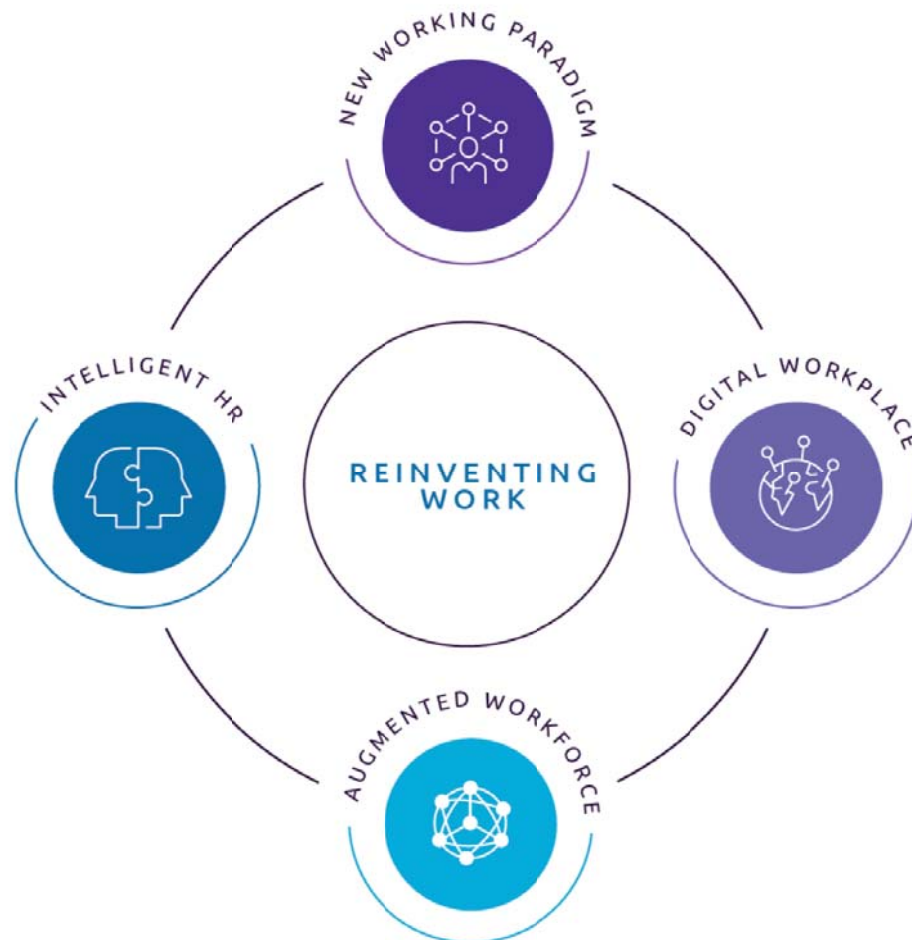
The solutions provided by the Capgemini reports give corrective measures of HR service evolution. The HR hold a valuable position in the companies as they involve in maintaining Ethics and work culture in over all departments. The HR leaders must having compassion and caring attitude towards the employees. They must seek strategic and problem solving habits to provide better solutions to the firm employees. An HR leaders must be a better communicator and soft-spoken. This helps them build trust across the departments of various organizations. It is the HR department that provide Ethical values to the organization, so they have a life long learning to deal with different kinds of personalities at different time.

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Appendix

Appendix A



Reinventing Work theory by Capgemini

Source: <https://www.capgemini.com/es-es/service/invent-old/people-organization/reinventing-work/>



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Module: Human Resource Management

Topic: Leadership Development

Lecturer: Mushfiqur Rahman

Group No: 7

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Introduction



- The process of leadership development involves providing them with a supportive environment in which to grow.
- Potential leaders or fast trackers are often identified and nurtured by an organization's human resources department in collaboration with upper management (Day and Dragoni 2015, pp.133-156).
- An organization's dedication to its future leaders' growth allows for this kind of mentorship and coaching to take place.
- As part of the training and development, they will be required to participate in certain courses, seminars, and retreats.
- In doing so, we want to send a clear message that we value these up-and-coming leaders and intend to provide them with the support and guidance they need to reach the highest levels of our organization (Frich et al 2015, pp.658).

Leadership Defination

the ability to persuade a group to cooperate in order to achieve a common goal.

(Silva 2016, p.1).

Supervisors

Utilize the authority that comes with the formal status specified to enforce conformity among organisational members.



Aims and Objective

- This presentation intends to demonstrate a methodical comprehension of the subject of leadership development, specifically as it relates to HRM and various organizations.
- Their ability to oversee the creation and execution of policies and procedures that are equitable, efficient, and successful.



Background of Organization



- Capgemini is a global consulting organization with headquarters in Paris, France. It was founded in 1967 (Murthy and Nethravathi 2021, pp. 244).
- Consultancy, IT, outsourcing, and in-house expert assistance are all part of the company's service offerings.
- Consulting services provided by the company include the areas of strategy and development, accounting and tech, sourcing, promotion, sales, and service.
- Capgemini offers three types of outsourcing: app, operational processes, and infrastructure. Additionally, the company offers digital services such as software creation and integration, IT innovative information and design, and system integration control (Oleksyn and Stańczyk 2015, pp.34).
- Cloud computing and other digital infrastructures are now covered in openings. Through a variety of technical and operational services, it has also helped companies comprehend their own strategic goals. Their consulting services are broken down into many subsets.

Charismatic Leadership

House' s Charismatic Leadership Theory:

When followers watch specific behaviours, they attribute heroic or exceptional leadership abilities.

(Tucker 2017, pp. 499-524).

Four characteristics of charismatic leaders:

1. Create a vision
2. Are willing to accept personal risks in order to realise the vision
3. Are aware of the demands of their followers
4. Exhibit out-of-the-ordinary actions

Traits and personality are related to charisma

People can be trained to exhibit charismatic behaviors

How Charismatic Leaders Influence Followers

A four-step process:

1. Leader articulates an attractive vision
 - Vision Statement:
 - A formal, long-term strategy to attain goals
 - Links past, present, and future
1. Leader communicates high performance expectations and confidence in follower ability
2. Leader conveys a new set of values by setting an example
3. Leader engages in emotion-inducing and often unconventional behavior to demonstrate convictions about the vision

Charismatic Leadership Issues

➤ **Importance of vision**

- Must be inspirational, value-centered, realizable, and given with superior imagery and articulation (Nisbett and Walmsley 2016, pp.2-12).

➤ **Charismatic effectiveness and situation**

- Charisma works best when:
 - The follower's task has an ideological component
 - There is a lot of stress and uncertainty in the environment
 - The leader is at the upper level of the organization
 - Followers have low self-esteem and self-worth

➤ **Dark Side of Charisma**

- Ego-driven charismatics allow their self-interest and personal goals to override the organization's goals

Beyond Charisma: Level-5 Leaders

- **Very effective leaders who possess the four typical leadership traits**
 - Individual competency
 - Team skills
 - Managerial competence
 - Ability to stimulate others to high performance
- **Plus one critical new trait...**
 - A blend of personal humility and professional will
 - Personal ego needs are focused toward building a great company
 - Take responsibility for failures and give credit to others for successes

Level 5 Leadership



Behavioural Theories

- **leadership is turning vision into reality” according to the behavioural idea of leadership.**

Topic -

- **Behavioural Theories in Capgemini Company**
- **Contingency theory**
- **Inspirational Approaches to Leadership**

Capgemini company Leadership

- Serge Kampf established and grew the firm into a market leader in IT services.
- He also held the position of Vice Chairman of the Board for the business. He entered this world in 1934 and left it in 2016 (Oleosin and Stańczyk 2015, pp.34).
- The current CEO of Capgemini is Aiman Ezzat. A 59-year-old man, he is.
- In his previous role, he oversaw foreign presence for a multinational and technology firm throughout Eurasia before coming to Capgemini.
- He won the title of "Best European CFO" in the IT and software industries in 2017.



Contingency Theories

Fiedler's Contingency Model

The hypothesis that effective groups are dependent on a proper match between a leader's style of dealing with subordinates and the degree to which the situation offers the leader control and influence.(Otley 2016, p.45)

Least Preferred Co-Worker (LPC) Questionnaire

An instrument designed to determine if a person is task- or relationship-oriented.



Inspirational Approaches - Leadership

The emphasis is on the leader as a communicator

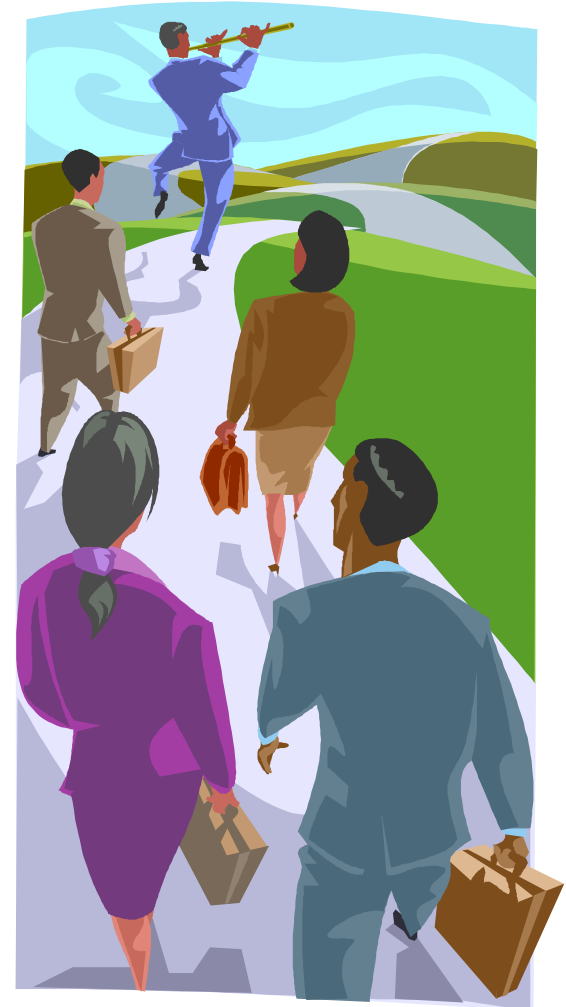
A communication technique that shapes meaning is framing.

Events and facts are selectively highlighted.

neglected in conventional leadership studies

There are two current leadership theories:

- Transformational Leadership
- Charismatic Leadership



Trait Theories

Leadership Theories and Traits

theories that use psychological, social, physical, or intellectual traits to separate leaders from nonreaders. (Nawaz and Khan 2016, p.6).

Leadership Traits:

- vigour and ambition
- the urge to control others
- Sincerity and honesty
- Self-confidence
- Self-confidence
- Self-monitoring is really important
- Job-related knowledge

Limitations:

- There are no innate qualities that can predict leadership in every circumstance.
- Characteristics predict behaviour more accurately in "weak" settings than in "strong" situations.
- The cause-and-effect relationship between leadership and qualities is not well demonstrated.
- A more accurate predictor of leadership style than identifying effective and ineffective leaders.

Transactional & Transformational Leadership

- Transactional leadership is a leadership style in which leaders motivate and direct followers by using rewards and punishments as incentives. The leader sets clear goals and expectations for their team, and the team's performance is evaluated based on whether they meet these expectations.
- Transformational leadership, on the other hand, is a leadership style in which leaders inspire and motivate followers to not only achieve their goals, but also to strive for personal growth and development. Transformational leaders focus on creating a shared vision and empowering their team to work towards that vision. They also provide individualized support and mentorship to help team members reach their full potential.

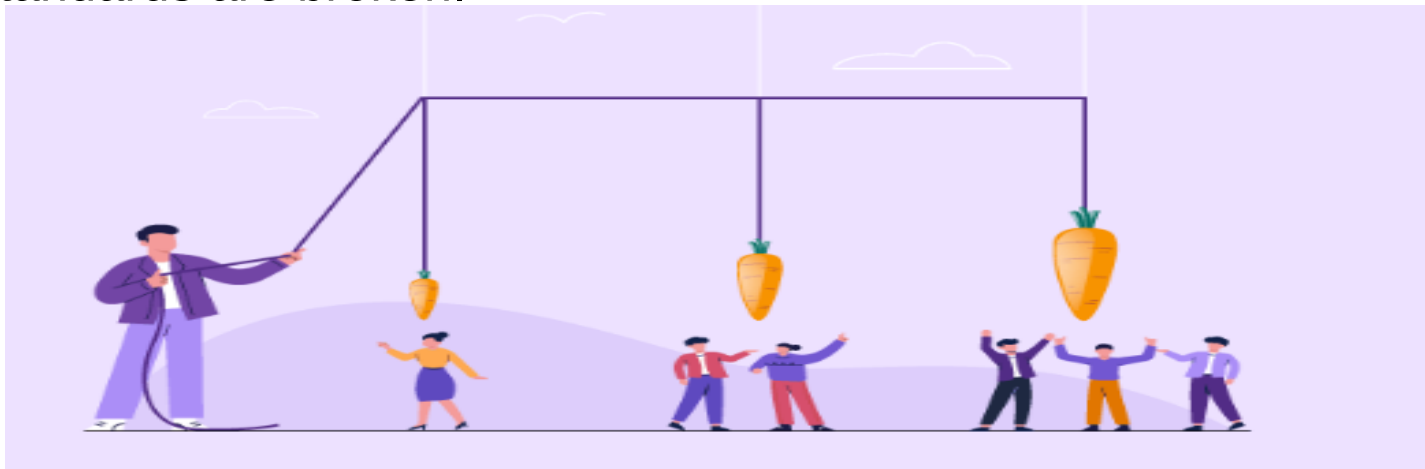
Characteristics of the Two Types of Leaders

Transacti(onal)

- **Contingent Payment**
 - Contracts that trade benefits for work, guarantee rewards for excellence, and acknowledge accomplishments
- **Control by Exception :**
 - Active: Keeps an eye out for violations of the law and norms, and takes corrective action. Intervene only when standards are broken.

Transformati(onal)

- **Optimistic Influence :**
 - gives direction and a feeling of purpose, inspires pride and earns people's respect and trust.
- **Cognitive Stimulation :**
 - encourages reasoning, intelligence



Transformational Leadership Challenges

➤ **Cause and Effect :**

- Setting lofty objectives and inspiring followers to innovate and be more creative are two ways that transformational leadership works.(Anderson 2017, pp.1-13)

➤ **Assessment Using the Research :**

- This theory does show significant links with desired outcomes.
- Leadership like this may be learned.

Genuine Leadership: Integrity and Trust

➤ **Genuine leaders :**

- People who are morally upright, who are aware of their identity, and who freely and transparently live up to their principles and values.(Goffee and Jones 2015, pp.22-45)
- Primary quality is trust

➤ **Increase trust by :**

- interchange of information
- encouraging candid conversation
- upholding their principles



Leadership, Integrity, and Ethics

- **Many leadership philosophies involve ethics. As the moral saviours of their companies, CEOs are expected to uphold the highest ethical standards. Leaders who exhibit moral conduct are illustrations of socialised charismatic leadership.**
- **Trust: The conviction that someone else won't seize an opportunity for themselves a blend of comfort with risk-taking and familiarity The five main dimensions are: integrity, competence, stability, commitment, and transparency.**

Three Forms of Trust

- **Trust predicated on the threat of retaliation if the trust is broken.**
- **Trust based on knowledge and behavioural predictability that results from prior interactions**
- **Identification-based Trust Trust established on a shared comprehension of one another's intentions and respect for their needs and goals**



Basic Trust Principles

- Trust is destroyed through mistrust.
- Trust feeds on itself
- One can regain trust.
- Mistrustful organisations self-destruct
- Generally, mistrust lowers productivity

Mentoring is a modern leadership role.

➤ **Mentor:**

- Help to build career by Coaching, assisting, sponsoring
- It is possible to be formal or informal
- It provides personal satisfaction
- Impact on innovation, motivation and turnover
- Mentors prefer protégés with similar backgrounds to themselves.

Self-leadership is a modern leadership role.

Personality

- A techniques that humans use to achieve personal and professional goals and objectives.
 - Effective leaders (superleaders) assist their followers in leading themselves.
- **Self-leadership entails:**
- Create a mental map of your colleagues and rivals.
- Instead of focusing on control, think on influence. Instead than waiting for opportunities, create them.



Online leadership is a modern leadership role.

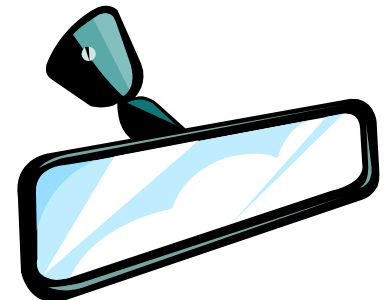
➤ **Leading from a Distance: Establishing Trust**

- **Electronic conversations do not involve face-to-face interaction, therefore nonverbal information that supports spoken discourse is lost.**
- **An electronic communication cannot be evaluated by the recipient due to a lack of contextual information.**
- **The format and tenor of electronic messages can significantly affect how the recipients react.**
- **An individual's oral and written communications may have different styles.**
- **Writing skills will probably start to resemble interpersonal skills.**

A Problem with the Leadership Model

➤ According to the Attribution Theory of Leadership

- leadership is really an assessment that people make about others.
- Leaders are thought to be intellectual, extroverted, skilled communicators, aggressive, understanding, and diligent.
- Effective leaders are regarded as making decisions consistently and without wavering.
- Effective leaders give off the impression that they are in charge.



Finding and Developing Successful Leaders

➤ **Selection**

- Examine the demands of the position.
- Utilize tests to determine personality characteristics connected with leadership, as well as to evaluate emotional intelligence and self-awareness
- Conduct in-person interviews to evaluate candidates' suitability for the position

Keep a list of probable candidates updated.

- Recognize that not everyone is equally amenable to training. Give your staff the knowledge and abilities to lead well.
- To help emerging charismatic employees reach their full potential, offer behavioural training.



Global Implications

- **Some cultures value some leadership behaviours more than others.**
- **Transformational/Charismatic Leadership**
- It seems to be relevant in all civilizations.
- Its emphasis is on:
 - vision and foresight
 - supplying inspiration.
 - Honesty and integrity.
 - traits that are proactive, positive, and dynamic..
- **We might be possible to train a "universal" management if they are conscious of cultural differences if globalisation is the cause of these pervasive problems!**

Conclusion and Management Implications

- Even if they just "look the part," businesses desire transformational leaders.
- Cross-cultural transformational style
- Selecting and developing leaders is essential for long-term success.
- Effective managers must build trust with those they supervise.



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