ORGANIZATION LEADERSHIP & DEVELOPMENT QUARTERLY

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- Artificial Inteligence
- The 5As Framework
- Coaching & Consulting
- Authenticity
- Appreciative Leadership

" The Organization Leadership & Development Quarterly (OLDQ) is a medium for emerging and seasoned practitioners to share their success stories and insights about the field of Organization Leadership and Development.

- Grace Magwani Chinoperekweyi "

Advancing the OD Theory, Practices, and Values

Centre for Organization Leadership & Development

ONLINE

The *Professional Certificate in Organization Leadership & Development* is intended to allow qualified professionals to enhance their knowledge, skills, and application of the science, theory and practice of organization leadership and development. This certification program allows mission-critical professionals to enhance their professional, career, and intellectual readiness to become change agents in today's complex adaptive organizations. A professional certificate will be awarded in recognition of the successful completion of 10 customized modules.

The program provides learners with an understanding of the fundamental concepts and technologies in organization leadership and development. It also aims to inculcate organization leadership and development values and attitudes among learners. Based on systems thinking, the qualification aims to enhance analytical and diagnostic skills for effective decision making. Learners should be able to summarize and synthesize concepts in organization leadership and development. Learners should develop knowledge and skills to translate organization development strategies into actions.

Advancing the OD field

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EDITOR'S NOTE

Welcome to the *Organization Leadership and Development Quarterly (OLDQ)* Vol.1; Issue 2, from Centre for Organization Leadership and Development (COLD). We received inspiring positive feedback on our first *Edition* and we appreciate your interests, comments and suggestions which we are integrating into our development and evolution plan.

To reinforce our distinctiveness from predatory publications, the OLDQ recognize the need for OD Practitioners to demonstrate tremendous educative and technical prowess that is supported by strong moral fibre in order to address the prevalent complexity and chaos in the business operating environment. The OLDQ articles seek to enhance the capacity of OD Professionals and leaders to resolve complex emergent issues and increasing strategic awareness.

We managed to set up the OLDQ Editorial Review Board that is engaged in our double-blind peer review process and ensure editorial rigor in all the works that we publish. The OLDQ reviewers will strive to ensure a balance between scholarly and applied engagement in all articles. We appreciate and are particular about the expectations of our readers in terms of practical information that can be used as part of interventions in their various organizations. The Editorial Review Board is mandated to uphold to the defining values of OLDQ in terms of acceptance of articles that demonstrate new insight and practical implications. All OLDQ articles should be guided by expository writing which makes use of explanations, examples, evidences, and elaboration. This *Edition* covers the fundamental roles of OD Consultants, a systems approach to facilitating organizational congruence, the role of coaching and consulting among emerging OD professionals, and Appreciative Leadership.

The views raised in all the articles of this *OLDQ Edition* are not broad prescriptions for individuals and organizations to adopt but are intended to open up discussions and debates that will enhance systematic progression in the corporate sector.

Thank you so much for taking time to read this Edition. We welcome your feedback and OD success stories as we advance the field of Organization Leadership and Development.

Managing Editor

Dr. Justine Chinoperekweyi

REVIEW ARTICLE

CORPORATE GOVERNANCE

Review Article

The article submits that sound corporate governance, particularly in banking, is a prerequisite to anchor sustained economic transformation. This assertion is supported by the view that the enthronement of sound corporate governance principles and practices drives organizational effectiveness at institutional, industry, and inclusive levels. Based on the persistent bank failures experienced in Zimbabwe during the period 2000-2015, the article was set out to address two research concerns: 1) to identify and discover Zimbabwean indigenous banks' corporate governance irrationalities with regard to organizational effectiveness and; 2) to achieve regulation change through understanding and explaining the impacts of the adopted corporate governance principles and practices on organizational effectiveness.

In a bid to address corporate governance deficiencies within banks in Zimbabwe, the article focused on six cardinal points: identify, discover, understand, explain, predict, and control. The study offers unique insights and constructionist inquiry into corporate governance and organizational effectiveness. The author submits that despite increased attention being given to corporate governance, in most jurisdictions, there are still significantly poor corporate governance credentials in most organizations and economies as shown by the relative poor corporate performance. The study therefore examined corporate governance by integrating the conformance and performance dimensions in order to identify corporate governance irrationalities among banking institutions.

The article was guided by three specific objectives targeted at internal corporate governance mechanisms and organizational effectiveness. The author further submits that "isolated bank failures are inevitable, and it would be unwise to aim for zero tolerance". However, any bank failure is associated with severe cost burdens which call for relentless theoretical and practical inquiry on this subject. The focus on internal corporate governance was facilitated by the position that there is lack of literature on the procedural and ethical underpinnings of day-to-day corporate governance in relation to organizational effectiveness.

The study raised the question that: why do banks fail in the 21st century?, yet the model financial sector is characterized by sophisticated risk-assessment technologies, regulatory policies; and seemingly exceptional boards, management and staff? To address this question, the literature review elaborated on the meaning of corporate governance, the role of corporate governance, factors affecting bank performance, principles and practices of corporate governance, and organizational effectiveness. The author made reference to theoretical and empirical literature in addressing the research concerns. The fundamental internal corporate governance variables that were investigated are leadership and management interaction, strategic (transformational) planning, organizational learning, exceptional boards, corporate financial reporting, and engaged workforce. These six variables were considered essential in driving organizational effectiveness as per the conceptual framework diagrammatically shown in the conceptual framework in Figure 1:

Figure 1: Conceptual Framework - Corporate Governance & Organizational Effectiveness

The article further submits that corporate meetings are essential in driving alignment of the identified variables and driving institutional, industry, and inclusive effectiveness. The identified meetings are Annual General Meeting, Board Meeting, Executive meeting, Management meetings, and Staff meetings. This vie was corroborated by theoretical and empirical literature.

The analysis of results pointed out that there is a significant positive relationship between corporate governance and organizational effectiveness. Bank failures in Zimbabwe are to a greater extent attributed to internal corporate governance deficiencies in such areas as shareholder and stakeholder focus, leadership and management interaction, strategic (transformational) planning, organizational learning, exceptional boards, and employee commitment and innovativeness. Indigenous banks in Zimbabwe are associated with unethical and unprofessional practices, poor board oversight, poor management quality and concentrated ownership structures among other governance issues. Addressing these internal corporate governance deficiencies will avert the pressures of the external environmental factors. It is further highlighted that organizational effectiveness is a function of deliberate improvements of the internal corporate governance arrangements by individual banks.

The success of organizations in the 21st century and beyond is determined by the relationship between the organization and all its stakeholders. The goal of corporate governance should be to achieve organizational effectiveness through strong and exceptional boards, enhanced shareholder rights and activism, responsible and committed management, innovative and committed employees and a consideration of the entire stakeholders and the environment. The research findings point out to the following principles as essential for sound corporate governance mechanism in the banking sector in Zimbabwe: corporate integrity, market discipline, and improved disclosure and corporate accountability.

In terms of the research methodology, the study adopted a methodological pluralism approach which integrated qualitative and quantitative research design, and the use of primary and secondary data sources. The research philosophy was predominantly interpretivist/social constructivist and a justification for this deductive paradigm was stated. As a deductive research, the research strategy included the explanatory, exploratory, and descriptive dimensions. The data presentation and analysis covered the six variables of the conceptual framework. Most of the references used were current based on the research period of year 20o0-2015.

The researcher made valid recommendations and conclusions aligned to the research objectives and the cardinal points of the study. The conclusions pointed out to the stakeholder view as the ideal corporate governance model for Zimbabwean banks. This was supported by the research by Wanyama (2013) who pointed out that "corporate governance is considered a relationship with a range of stakeholders". The researcher indicated the need for a specific banking sector code of corporate governance to complement the ZIMCODE. The development of the code should be based on strong stakeholder engagement and developed in the Zimbabwean context.

*Reviewed by: **Arnold Mtetwa***

THE NEW TREND

USING AI FOR BUILDING THE FUTURE WORKFORCE

Shazia Asif

ABSTRACT

Digital technologies are rapidly evolving and disrupting different areas of business including Human Resource (HR practices). Artificial Intelligence (AI) has a transformational impact on businesses as it is shifting the dynamics of business practices and aiding businesses to gain competitive advantage. Organizations are investing heavily in AI applications to unlock value and generate economic benefits. AI adopters expect to grow their profit margins more than their peers. HR is a key department that is responsible to oversee recruitment, training and development, compensation, and employee engagement within an organization. In order to cater the future needs, employers therefore need to shift from traditional approaches towards more automated systems. As the workforce is a key asset and the building block for the success of the organization, it is necessary to provide HR professionals support by adopting new technology models in the work processes. AI is playing a crucial role in assisting the workforce and extending support in several tasks. The aim of the paper is to introduce AI trends that will redefine human resource management. This paper explores the innovations in the field of Artificial Intelligence that are of particular importance to HR practices. It provides insight into the role of AI in shaping the UAE economy and its workforce. Testimonies from both the government and other sources reflect the success of AI in mitigating the skills of employees as a productive workforce.

Keywords: *Artificial Intelligence, Employee engagement, Human capital, Human resource management.*

INTRODUCTION

In current times, dramatic changes are witnessed in the world of work and human capital is at the core for the success of any organization. HR is now judged for more than traditional approaches and metrics. HR practitioners are held responsible for a bigger impact in the society and are expected to play major role in transforming the lives of employees. The HR function is propelled to adapt digital technologies to meet the high demand needs. The rationale to optimize the human resources to highest level is to acquire and diffuse advanced technologies that reduce human effort and provide advanced support. Employees are flooded with data; they spend time on searching, doing repetitive tasks and working on other cumbersome tasks. Forward thinking companies realize that AI will transform the workplaces into intelligent workplaces. Many organizations in different industries have identified AI as a powerful catalyst for sustainable development. AI has contributed in areas such as employee administration, employee engagement, and employee development. In this context, AI offers exciting opportunities to improve workplace technologies. An integral effort of this technology is to improve employee experience. It allows employees to spend more time on the human element of their job roles, such as relationship building/maintaining positive relations, bonding with customers, and liaising with other members. Hence, Artificial Intelligence is not the future but the present.

The paper introduces the role of AI in business particularly how it is complementing the HR practices. The paper further explores transformations taking place in UAE, thanks to the emergence of AI. This study reassures human experts to disregard any concerns about job loss and be optimistic to redefine their roles.

The paper is organized as follows: in the second section a review of literature on human capital and Artificial Intelligence has been done. The third section includes an analysis on the role of AI in business. The fourth section examines the impact of AI in reshaping HR policies and practices. The last section identifies the contributions of AI in transforming the UAE economy. The design of the paper is a conceptual piece linking different theoretical strands.

LITERATURE REVIEW

Human capital defined by Oxford dictionary refers to "skills the labor force possesses and is regarded as a resource or asset." Bontis et al., (1999) consider human capital as the human factor in the organization. It gives a distinctive character to the organization by merging intelligence, skills and expertise. Klucka (2011) noted that individuals contribute to the success and productivity of the organization. Employees work hard and need to be motivated to achieve the goals of the organization. Further research demonstrates a link between human capital and organizational performance. Human resource aims to invest in people through education and training to make them more productive and improve the workforce development (Nafukho et al., 2004). Zoller (2018) considers workforce planning as one of the most challenging HR issue of current times.
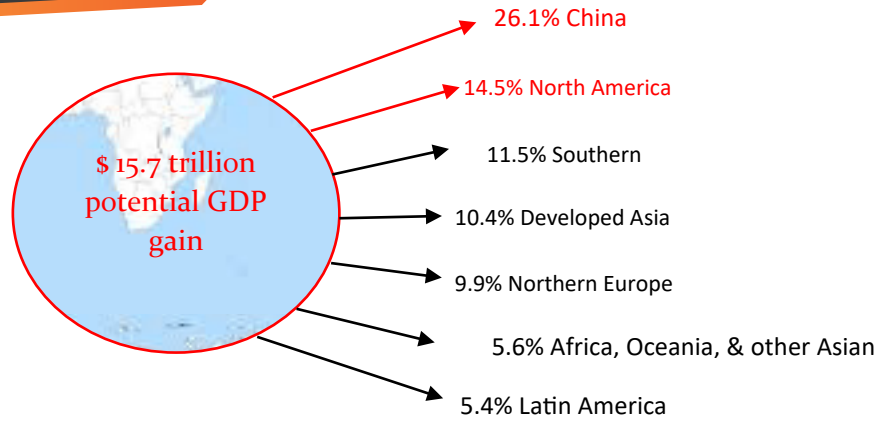
Technology plays a vital role in transforming businesses and helping organizations gain competitive advantage. Organizations need to integrate modern technology with their business strategies to remain competitive. Artificial Intelligence encompasses systems that use algorithms to identify patterns and relationships between data. It uses analytical techniques to reduce mundane, time consuming, and laborious jobs. AI analyzes employee data and provides valuable predictions to improve the company's performance. In HR, AI simplifies the hiring process, suggest training methods, conduct bias free performance reviews, and deal with employee turnover and attrition (Light, 2017). Artificial Intelligence is a 'game changer' in HR strategies to attract, engage, retain and develop employees. AI promises to automate repetitive processes, work smarter by analyzing data, and assist human decisions in employee hiring process (Pandey, 2017). AI has the power to optimize boring and monotonous tasks. Bots are intelligent assistants that offer long term value for different roles. They are able to analyze company policies, track employee growth and development, identify gaps and weaknesses, and provide assistants in hiring.

Norman (2017) suggests that AI is continuously developing and the focus needs to be on developing more human-machine teamwork. Companies are facing many challenges and it is important to mitigate those issues and take advantage of opportunities. AI should be used to enhance people and not replace them. It is critical for technology to fill in the gaps for tasks that are dirty, dull and dangerous. "We believe that [AI will mean] more focus of human capital into more innovation rather than just standard work. Its objective is for people to spend more time on creativity and innovation", said Abdul Rahman Al Thehaiban, senior vice president in technology for the Middle East and Africa at Oracle (Malek, 2018).

Roles of AI in Business

AI is a revolutionary force that is continually reshaping the future of the business world. According to International Data Corp. report, AI is expected to generate revenues from $8 billion in 2016 to more than $47 billion in 2020, across various industries. PWC, a global consulting organization, estimates AI to boost global GDP by $15.7 trillion by 2030.

Figure 1 - AI Gains by

26.1% China

14.5% North America

$ 15.7 trillion potential GDP gain

11.5% Southern

10.4% Developed Asia

9.9% Northern Europe

5.6% Africa, Oceania, & other Asian

5.4% Latin America

Source: PWC Artificial Intelligence study (2017)

CB Insights indicates that a number of companies globally are funding AI projects with billions of dollars (appendix 1). Global research company J.P. Morgan has estimated a global increase in AI spending on hardware, software, platform and services. It expects a growth rate of 48% in coming years.

Figure 2 - Global Spending on Artificial Intelligence

Global AI spending ($ bn)

48% increase

5.3   7.5   12   57.6

1

■ 2015 ■ 2016 ■ 2017 ■ 2021

Source: J.P.Morgan (2017)

The research further identifies different industries using AI and the global expenditure to facilitate their business practices. The industries have embedded various AI applications for transforming their business models into innovative services. There are endless opportunities in various departments that can be tapped from these applications.

Table 1 - AI Usage: Cases across different industry verticals in UAE

Industry vertical	Industry as a % of total Global IT spend	AI use cases
Banking & Securities	19%	Automated trading and investment discovery, trading strategies, robo-advisors, voice-based commerce, customer behavior analysis, chatbots for customer services, identity verification and fraud detection.
Government	17%	Smart surveillance, threat detection, Smart Cities and Utilities, AI-enhanced and personalized education and training, chatbots for info distribution and citizen engagement.
Manufacturing & Nat. Res.	17%	Predictive maintenance, machine learning-driven insights for yield improvement and optimization.
Communication, Media & Services	16%	Customer analytics, forecasting, customer demand trends, video analytics and computer vision interactivity (e.g. in video games and other immersive media).
Retail	7%	Customer analytics, forecasting, anticipating demand trends, reducing revenue churn, supply chain management, warehouse automation, chat bots for customer services and conversational commerce.
Insurance	7%	Claims management and fraud detection, analyzing customer behavior and reducing revenue churn, automated underwriting, pricing, conversational platforms for customer services, complying with regulations and trading strategies.
Utilities	5%	Enhanced supply-demand management based on AI-driven analytics, predictive maintenance, dynamic pricing based on consumption analytics provided by smart meters, for example, chatbots for customer service.
Healthcare Providers	4%	Diagnostics, image analytics for early disease detection, drug discovery, patient monitoring (pre-emptive warning systems) and personalized medicine and treatment.
Transportation	4%	Self-driving vehicles, advanced driver assistance systems and personalized content delivery/productivity enhancement tools used by providers of transportation services.

Source: J.P. Morgan, Gartner, Capgemini (2017)

AI Compliments Human Capital

Some people perceive AI as a threat to eliminate many job positions and a reason to increase unemployment. However, in reality AI is playing a vital role to redefine the human resource approaches. The findings of a survey conducted by the Workplace Institute identified that four out of five employees are optimistic of entrenching AI to improve their jobs and empower them to carry out tasks. The respondents accept AI to simplify time consuming process (64%), balancing workload (64%), fairness (62%), and decision making (57%). The rapidly evolving innovations and developing tools has a great impact on the workforce. AI is enhancing the skills of employees to provide higher economic value as follows:

Employee productivity – AI helps in decision making process and reduces repetitive/time consuming tasks. Certain applications support employees in searching, accessing documents, and sending automated replies. Speech controlled tools like Alexa, Amazon Echo and Google Home further boost employee productivity.

Workplace learning – AI support employee learning through its learning analytics. It offers more adapted, customized and personalized learning experience to the users. AI uses algorithms to identify learner needs and tailor learning based on progress.

Reinforcement training – In addition to offering custom training, AI reinforces training to learning by reminding a person to learn after the event and sticks the learning with the learner. This provides continually improved learning system.

Enhancing effectiveness of the employees – Another AI application function is to pull data, scan documents, correlate skills of the employees and create mentorship or 'buddy systems'. AI interprets data to produce results focused on learning.

Provide meaningful connections between employees - AI increases the productivity of people and provides ways to people to manage their time more efficiently. Real time data analytics traces issues underlying and communicates optimal solutions.
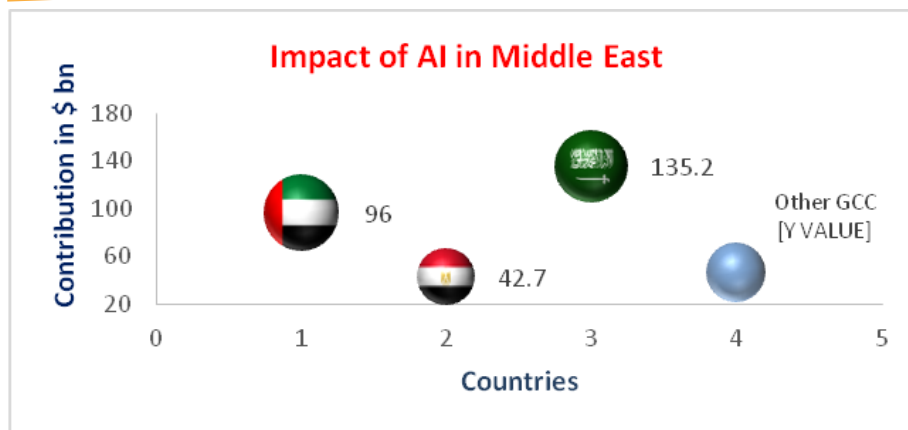
Balances workload of people - AI tools improves the work life quality of people. It allows them to spend their time on critical thinking and innovative work rather than repetitive time-consuming tasks.

Employee retention rate - Artificial Intelligence reduces employee turnover and employee attrition. AI used algorithms to study the patterns of human behavior and fills the deficiencies.

AI to Transform UAE Business

AI has successfully been launched in UAE to create highly innovative and productive environment. The UAE government sees the technology as building block for a prosperous future. As part of UAE Artificial Intelligence Strategy 2031, UAE aims to save 50% of its annual costs, and curb 250m paper transactions per year. AI has been adopted in UAE at government level. His Excellency Omar bin Sultan Al Olama has been appointed as the Minister of State for Artificial Intelligence, the first AI minister of its kind, by the UAE Cabinet. The UAE cabinet has approved the formation of 'UAE council for AI' to implement the technology in various sectors to achieve the strategic goals. PWC Middle East research reveals that AI is set to contribute 14% of the GDP equivalent to $96 billion (Dh353 billion) by 2030 as shown in Figure below:

Figure 3 - AI Contributions in Middle East

Technology is supporting various departments and its staff to gain competitive advantage. For example, AI has enabled Dubai Police in taking its strategy forward. Interactive Voice Response (IVR) will facilitate passengers to transfer payments and it will be linked to non-emergency police number 901. Zephyr will aid the officers in taking photos from a height up to 65,000 feet and recording video at all times. Smart interview programs and Chatbots will support the HR teams and enhance the customer experience. AI clinic will back the medical team to provide assistance to the injured. The department has unveiled other initiatives such as smart security petrol system, virtual smartphone plugin, and smart hand-clock to aid the officers and minimize their efforts.

AI is deployed in UAE airports to enhance national security operations in the country. The smart walk through tunnels enables the passengers to complete the passport control procedures in less than 10 seconds without the intervention of any human immigration officer. Around 877,074 passengers have taken advantage from the project.

However, the officers need to develop further skills to manage these advanced systems and operate them. United Arab Emirates has revealed some of its AI driven projects. The 'robocars', self-driving electric vehicles, will help the crew run day to day operations and expedite the transition of travelers at the airport. The advanced analytics is enhancing the effectiveness of education delivery. It is a powerful aid to support the academic staff in predicting the dropouts by developing patterns from data. The educators get a chance to intervene and regulate the progress with other stakeholders. Healthcare experts in UAE are taking advantage of AI applications. Health pod, a pilot project by Bodyo, is an initiative to monitor the health and detect diseases. This utility detects serious health conditions at an early stage. Another AI enabled imaging service diagnoses retinopathy, an eye disease, caused by diabetes. It provides cross sectional images that determines the condition of the retina.

CONCLUSION

This paper recognizes Artificial Intelligence (AI) as an emerging trend for HR. In order for companies to deliver the best employee experience, they need to embrace and anticipate the technical changes to meet the future needs. It is important for those HR to take iterative steps to implement the changes and transform human capital in order to gain maximum benefit. AI is part of the UAE strategy 2030 as the UAE government aims to integrate this technology in various sectors to gain high economic value. The study examines the role of AI in improving HR practices in all organizations. It is important to indicate that AI will not replace human expertise; instead it facilitates change in what people in organizations need to succeed. Further research can explore ways of qualifying the HR professionals in order to be able implement and integrate the new technology best practices in the organizations. A survey can be conducted in UAE companies and organizations in other jurisdictions to identify the employee perception for adopting nascent AI applications and their likelihood to partner with the emerging technology.

APPENDIX 1

COMPANY	COUNTRY	SECTOR	FUNDING($ MIL.)
AEYE	U.S.	AUTO TECH	16.27
Affirm	U.S.	FINTECH & INSURANCE	525
Afiniti	U.S.	MARKETING, SALES, CRM	80
AiCure	U.S.	HEALTHCARE	30.74
Algolia	U.S.	ENTERPRISE AI	74.02
Amplero	U.S.	MARKETING, SALES, CRM	25.5
Anki	U.S.	ROBOTICS	182
Appier	Taiwan	COMMERCE	81.5
Applitools	U.S.	SOFTWARE DEVELOPMENT & DEBUGGING	10.5
Appthority	U.S.	CYBERSECURITY	23.25
Aquifi	U.S.	COMMERCE	32.76
Arterys	U.S.	HEALTHCARE	42
Babylon	U.K.	HEALTHCARE	85
Benson Hill Biosystems	U.S.	AGRICULTURE	34.21
Brain corporation	U.S.	ROBOTICS	114
Bytedance	China	NEWS & MEDIA	3,100
C3 IoT	U.S.	IOT	130.94
Cambricon	China	HARDWARE FOR AI	101.4

Cape Analytics	U.S.	FINTECH & INSURANCE	14
Captricity	U.S.	CROSS-INDUSTRY	49.02
Casetext	U.S.	LEGAL TECH	24.28
Cerebras Systems	U.S.	HARDWARE FOR AI	85
CloudMinds	U.S.	ROBOTICS	130
CognitiveScale	U.S.	CROSS-INDUSTRY	40
Conversica	U.S.	MARKETING, SALES, CRM	56
CrowdFlower	U.S.	ENTERPRISE AI	55.95
CrowdStrike	U.S.	CYBERSECURITY	281
Cybereason	U.S.	CYBERSECURITY	188.62
Darktrace	U.K.	CYBERSECURITY	182.3
DataRobot	U.S.	ENTERPRISE AI	124.61
Deep Sentinel	U.S.	PHYSICAL SECURITY	7.4
Descartes Labs	U.S.	GEOSPATIAL ANALYTICS	38.46
Drive.ai	U.S.	AUTO TECH	77
Dynamic Yield	U.S.	COMMERCE	45.25
Element AI	Canada	ENTERPRISE AI	102
Endgame	U.S.	CYBERSECURITY	96.05
Face++	China	CROSS-INDUSTRY	608
Flatiron Health	U.S.	HEALTHCARE	313
FLYR	U.S.	TRAVEL	14.25
Foghorn Systems	U.S.	IOT	47.5

Freenome	U.S.	HEALTHCARE	79
Gong	U.S.	MARKETING, SALES, CRM	26
Graphcore	U.S.	HARDWARE FOR AI	110
InsideSales.com	U.S.	MARKETING, SALES, CRM	264.3
Insight Engines	U.S.	CROSS-INDUSTRY	15.8
Insilico Medicine	U.S.	HEALTHCARE	8.26
Invoca	U.S.	MARKETING, SALES, CRM	60.75
Kindred Systems	Canada	ROBOTICS	43
KYNDI	U.S.	CROSS-INDUSTRY	9.6
LeapMind	Japan	ENTERPRISE AI	13.4
Liulishuo	China	EDUCATION	100
MAANA	U.S.	IOT	40.14
Merlon Intelligence	U.S.	RISK & REGULATORY COMPLIANCE	7.65
Mighty AI	U.S.	AUTO TECH	27.25
Mobalytics	U.S.	E-SPORTS	2.65
Mobvoi	China	CROSS-INDUSTRY	257
MOOGsoft	U.S.	IT & NETWORKS	52.93
Mya Systems	U.S.	HR TECH	29.5
Mythic	U.S.	HARDWARE FOR AI	19.42
Narrative Science	U.S.	CROSS-INDUSTRY	47.87
NAUTO	U.S.	AUTO TECH	182.6
Neurala	U.S.	ROBOTICS	15.95
Numerai	U.S.	FINTECH & INSURANCE	7.5
Obsidian Security	U.S.	CYBERSECURITY	9.5
Onfido	U.K.	RISK & REGULATORY COMPLIANCE	59.53
Orbital Insight	U.S.	GEOSPATIAL ANALYTICS	78.7
OrCam Technologies	Israel	IOT	47
Osmo	U.S.	EDUCATION	38.5

10

PerimeterX	U.S.	CYBERSECURITY	35
Petuum	U.S.	ENTERPRISE AI	108
Preferred Networks	Japan	IOT	112.8
Primer	U.S.	CROSS-INDUSTRY	14.7
Prospera	Israel	AGRICULTURE	22
Recursion Pharmaceuticals	U.S.	HEALTHCARE	118.62
Reflektion	U.S.	COMMERCE	45.91
EnseTime	China	CROSS-INDUSTRY	637
Shape Security	U.S.	CYBERSECURITY	106
Sher.pa	Spain	PERSONAL ASSISTANTS	8.2
Shield AI	U.S.	PHYSICAL SECURITY	13.15
Shift Technology	France	CYBERSECURITY	39.72
Socure	U.S.	RISK & REGULATORY COMPLIANCE	33.25
SoundHound	U.S.	NEWS & MEDIA	114.1
SparkCognition	U.S.	CYBERSECURITY	43.88
Sportlogiq	Canada	SPORTS	7.2
Tamr	U.S.	ENTERPRISE AI	41.2
Tempus Labs	U.S.	HEALTHCARE	70
Text IQ	U.S.	RISK & REGULATORY COMPLIANCE	3.34
Textio	U.S.	HR TECH	29.5
Tractable	U.K.	CROSS-INDUSTRY	9.82
Trifacta	U.S.	ENTERPRISE AI	76.3
Twiggle	Israel	COMMERCE	35
UBTECH Robotics	China	ROBOTICS	521.39
Upstart	U.S.	FINTECH & INSURANCE	584.73
Versive	U.S.	CYBERSECURITY	57
Vicarious Systems	U.S.	ROBOTICS	118.03
Workey	Israel	HR TECH	9.6
WorkFusion	U.S.	RISK & REGULATORY COMPLIANCE	71.3
ZestFinance	U.S.	FINTECH & INSURANCE	268
Zoox	U.S.	AUTO TECH	290
Zymergen	U.S.	LIFE SCIENCE	174

Source: CB Insights

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THE 5As FRAMEWORK

EXPLORING THE FUNDAMENTAL ROLES AND RESPONSIBILITIES OF ORGANIZATION DEVELOPMENT CONSULTANTS

Dr. Justine Chinoperekweyi

ABSTRACT

The understanding of educative and technical qualities of Organization Development Consultants is central to the achievement of Organization Development (OD) outcomes. The extent of volatility and uncertainty in the business operating environment calls for a clear awareness of the roles and responsibilities of consultants. To enhance the qualities of OD Consultants, there is need to improve the current education, training, and development programs and align them to the basic principles of systematic progression and growth at individual, institutional, and inclusive levels. This article elaborates the five main roles and responsibilities of OD Consultants based on a social constructivist perspective. The roles and responsibilities are drawn through scholarly and applied engagement. The article is informed by the technical and adaptive challenges in the post-normal business environment. A qualitative design was adopted in developing this article because it provides opportunities to further investigate the multidimensional issue and gaining deeper understanding on the subject. The article concludes that building high performance organizations can be enhanced through the adoption of an integrative approach to OD Consulting.

Keywords: *Organization Development Consultant, Author, Ambassador, Arbiter, Advocate, Agent*

INTRODUCTION

The University of Lusaka (UNILUS) held its 2018 graduation ceremony under the theme 'Quality education for Sustainable development'. I was asked to deliver 'Vote of Thanks' at this 6th graduation ceremony of the University of Lusaka on 04th October 2018. I was among the five Doctorate graduating students, and the only one who was graduating with a PhD in Governance and Leadership, majoring in Organizational Leadership and Development. In my message, I briefly highlighted the five roles and responsibilities that graduates and professionals need to embrace in driving sustainable growth and development. To aid memory, I used the 5As to point-out these roles and responsibilities: *Ambassadors, Advocates, Agents, Arbiters, and Authors*. The Post-normal environment that organizations are operating in today demands education, training, and development programmes that emphasize these five roles and responsibilities. This article submits that the 5As are defining qualities for Organization Development Consultants (ODC) in the post-normal business environment. The 5As roles and responsibilities enhances OD Consultants' educative and technical prowess; and strengthens the moral fibre that enables consultants to tackle the complex emergent business challenges.

It's unfortunate that most education, training, and development programs exclusively focus on the mere cultivation of efficiency and capacity, that is, mere learning of some technique. The exclusive focus on mere accumulation of information and knowledge contradicts the principles of systematic progression in contemporary organizations, societies, and economies.

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Jiddu Krishnamurti was quoted saying, the exclusive cultivation of technique has produced scientists, mathematicians, bridge builders, space conquerors; but do they understand the total process of life? The same question is relevant to people in organizations – 'do they fully understand organizational life?' Organizations face technical and adaptive challenges hence technical knowledge alone cannot resolve the increasing complexities in the modern corporation. The post-normal environment requires people who are not merely concerned with ideals, principles and methods. This assertion is because exclusively focusing on blueprints and ideals cannot sustain the ruthless or disruptive change in the operating environment.

OBJECTIVES

The main objective of this article is to explore the fundamental roles and responsibilities of OD professionals based on scholarly and applied engagement. The two main specific objectives of this article are:
- To critically explore the fundamental roles and responsibilities of OD Consultants.
- To highlight the principles, core competencies, outcomes, and tools required in OD consulting.

LITERATURE REVIEW - RESEARCH AND PRACTICE PERSPECTIVES

In ordinary parlance, a consultant is a person who provides technical and professional advice. The need for OD Consultants in organizations is far more important today than ever before. OD Consultants are involved in developing systems, structure, processes, and people within organizations. OD Consultants are not idealists or entities with mechanical minds; they are individuals who holistically embrace the fundamental values, practices, and theories of OD in developing high performance teams and organizations. OD Consultants help individuals, work groups, organizations, and societies to mature and flower greatly; that is, they nurture and produce not only efficient, but creative human beings and social structures.

OD Consultants create new values rather than merely implanting existing values in individuals, work groups, organizations, and societies. Through integrating the science, theory, and practice of OD, the OD Consultant enables individuals to awaken intelligence by managing conformity, conditioning, culture, and comfort zones. The rapidly changing business environment attest to the fact that organizational life, and life in general, cannot be made to conform to a system, pattern, or forced into some framework. Unlike idealists and specialists, OD Consultants are concerned with the whole and not only a part (Systems Thinking). To build high performance teams, organizations need individuals that possess the following traits: alert, paranoid, watchful, self-aware, greater intelligence and affection. These traits are products of essential OD concepts such as Systems Thinking, Appreciative Inquiry, and Circular Visioning.

OD Consultants understands diversity of individuals and teams, and as such they are guided by the individual differences rather than enclosing people in some framework of an ideal. Enclosing people into some framework contradicts systematic progression, because it encourages conformity and breeds fear. Rather than merely developing assumptions, OD Consultants seeks to understand any form of inherited tendencies and environmental influences in individuals, work groups, and organizations.

The management of chaos in organizations does not need some monstrous and brutal revolution; but require embracing the 5As among not only the OD Consultants but among people in the entire social structure. Sustainable organizational development requires the cultivation of freedom and intelligence among individuals. It is also extremely important to cultivate right relationships with business partners, clients and all other stakeholders. To manage organization chaos, we need to encourage thoughtfulness and consideration for others without enticements or threats of any kind. Organizations need to focus not only on short-term results but on the long-term results

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Organizations should not be run on the basis of individual advancement and profit because social structures which are run on the basis of such personal motives and gain are highly competitive, executionary, antagonistic, exploitative and ruthless. Organizations need more educators rather than mere trainers. Those engaged in training and education should not view these roles as means for self-expansive fulfillment but engines for systematic development and transformation. There should be tremendously deep insight into the hidden motivations of those who assume the education and training roles.

Conceptual Framework: 5As Model

The 5As model proposed in this article relates to the OD Process Consulting roles proposed by Edgar Schein. Schein's OD Process Consulting model identified Traditional Role (Expert or Doctor) and the Process Consultant Role (Influence and Facilitation Skills). This article submits that the traditional role of Schein's model involves those individuals who focus on ideals, principles and methods. Rather than valuing inclusion, inspiration, and influencing; the traditional role promotes ivory tower planning and the mere cultivation of capacity and efficiency; hence the view of OD Consultants as experts prescribing solutions or a Pair of Hands to implement change or improvement interventions.

Schein's Process Consultant Role embraces the OD values of inquiry, diversity and inclusion, constellations of strengths and so on. As shown in Table 1, the 5As of this article integrates Schein's OD Process Consulting roles.

Table 1 - OD Process Consulting Roles and the 5As Model Roles

OD Process Consulting Roles	The 5As Model Roles	Explanation
Traditional Role	Agents	The focus of these roles is on enhancing capacity and efficiency. For one to implement change or improvement interventions one has to be an Expert in that particular field. Agents, Authors, and Advocates of change can be viewed as a Pair of Hands to help clients and business partners.
	Authors	
	Advocates	
Process Consultant Role	Ambassadors	The ability to influence and facilitate change or improvement interventions is captured through the Ambassador, and Arbiter roles. These include being an internal and external consultant for change initiatives. The Ambassador and Arbiter roles are essential in gaining buy-in and commitment.
	Arbiters	

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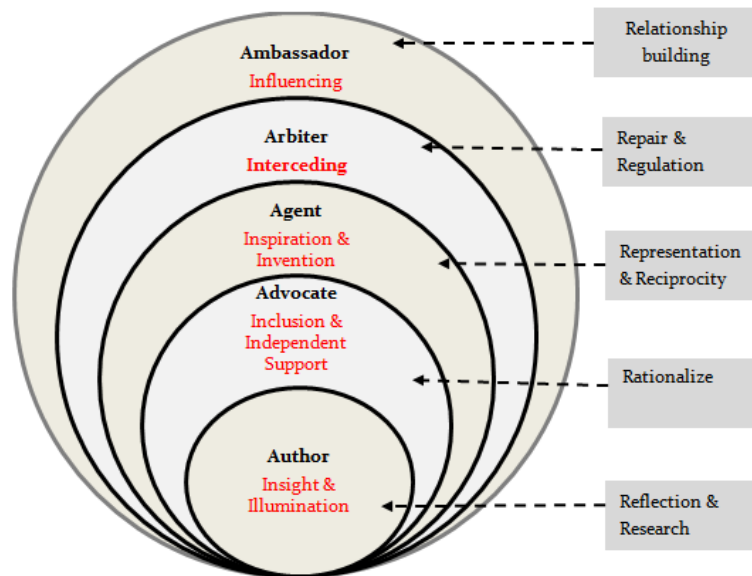# Figure 2 - The 5As Framework: Principles & Core Concepts

Table 2 below summarizes the roles, concepts, competencies, and outcomes of OD consultation.

Table 2: OD Consultants: Roles, Concepts, Competencies, and Outcomes

Role	Principles	Core Concepts	Key Competencies	Outcomes
Author	Insight & Illumination	Reflection & Research	• Knowledge & Passion • Research Skills • Contracting • Knowledge Transfer • Imagination • Curiosity • Attention to detail	Communication Coaching Consulting Facilitation
Advocate	Inclusion & Independent Support	Rationalize	• Clarity of Purpose • Person-centred Approaches • Analytical • Creativity • Assertiveness	
Agent	Inspiration & Invention	Representation & Reciprocity	• Linkages • Problem-Solving • Flexibility • Diversified knowledge • Right attitude • Results-focus	
Arbiter	Intercession	Repair & Regulation	• Absolute objectivity • Sound judgment • Reasonable common sense • Process & Performance improvement	
Ambassador	Influencing	Relationship building	• Integrity • Leadership • Knowledge or Appreciation • Professionalism • Gather Feedback and offer innovative insight	

Author - Organization Development Consultants should be inventors of novel plans or ideas to move organizations and societies forward. This role focuses on enhancing the fundamental OD elements of organizational culture, structure, strategy, and climate. The author function enhances the capacity for coaching and consulting through knowledge-exchange, imagination, research (diagnosis), and creation of ideas to advance the practice and values of OD. Contracting and giving feedback falls under the author role of OD Consultants and an expository writing approach should be adopted. As an author, the consultant should assess the true needs of an organization (Action Research), create action plans and scope of work, collect, analyse, and report data. In OD consulting, the author role requires collective intelligence of the organization. It also demands tapping into the prevailing narratives, stories, and conversations in order to create novel plans. The tools that can be used to enhance this role include 5 Whys, Fist of Five, and Force Field Analysis.

Advocate – OD Consultants should assume the advisory role with business partners and clients in order to drive sustainable systematic growth. The advocacy role is sustained by the principles of inclusion and independent support. The consultant should adopt humble inquiry and help clients understand their problem. The advocate role involves acting a board leader responsible for coaching and providing feedback on organizational issues.

Agent – Organizations require agents for growth and development. The agents drive representation and reciprocity. The basic principle is inspiring partners to embrace change and to facilitate invention of novel ideas to sustain the change. As an agent, OD Consultants should develop a change coalition, change scenarios, and inspiring motivation across stakeholders.

Arbiter – the roles of being an author, advocate, and agent should lead to opinions that help OD Consultants to be interveners in the event of the inevitable conflict between work groups or during contracting. OD Consultants play an essential role in repairing and regulating systems, processes, structure, culture, and so on. An arbiter also helps to overcome any form of resistance to change. This role requires strategic skills focused on building consensus and aligning all stakeholders in an organization. Through repair and regulation, OD Consultants increase cross-functional collaboration. The concepts of repair and regulation in OD practice help to address the challenges of fragmentation and build congruence across the entire organization.

Ambassador – the ability to build strong and lasting relationships is at the centre of the OD Consultant's activities. The OD Consultant should be an ambassador of sustainable growth and development. This role includes building rapport and defining mutual expectations. It also encompasses the ability to operate and lead across different cultural context, and tapping into the collective intelligence and stories of people.

Based on the published article by *Institute of Organization Development (IOD)*, Figure 3 depicts some recommendations for OD Consultants to become more effective:

Figure 3 - Recommendations to Become an Effective OD Consultant

- Know your organization, its structure, systems and leadership style
- Build relationships and trust with Senior Leaders and offer your help
- Ask deep, open-ended questions to help the client identify the need
- Collaborate with others, work in teams, be supportive
- Offer just-in-time learning and provide tools as needed when facilitating meetings
- Know how to lead projects, gain buy-in and commitment, complete tasks, goals, and measure outcomes
- Build strong skills as a coach, facilitator, leader, influencer, and strategist
- Develop the ability to consult at all levels of the organization and across boundaries
- Develop personal mastery and be open to continued self-growth and learning!

Source: Zentis (2018)

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METHOD STATEMENT

This article has been developed based on research (scholarly) and applied (practice) perspectives on the roles and responsibilities of OD Consultants. The study focused, not on merely seeking absolute explanations, but in-depth exploration and description of the fundamental roles of OD Consultants. A qualitative design was adopted in developing this article because it provides opportunities to further investigate the multidimensional issue and gaining deeper understanding on the subject. The fundamental roles and responsibilities of OD Consultants submitted in this article are based on social constructionist viewpoint through a review of extant literature in the field of organization development. A deductive approach has been adopted and the author relied on the interpretivist epistemology and the subjectivist ontological position. Content analysis based on literature in disciplines such as organizational change management, education and training, organization development, and consulting was used to support the arguments raised in this article and to draw conclusions on the proposed roles and responsibilities of OD Consultants. The approaches adopted by the author in this article are explanatory, exploratory, and descriptive in order to make valid recommendations.
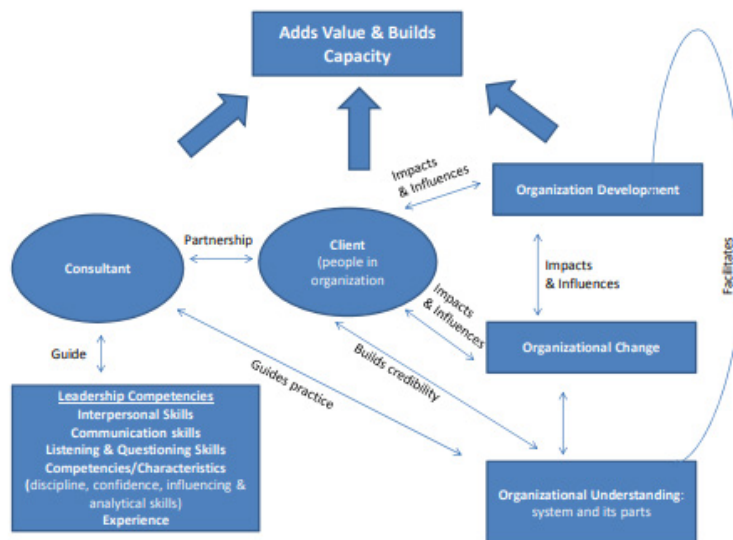
CONCLUSION

The key premise of this article is that the building of high performance teams can be enhanced through the adoption of a holistic approach towards OD Consulting. The fundamental roles and responsibilities of OD Consultants can be summarized through the 5As. The 5As model is considered essential in driving systematic progression and growth within organizations. Each role is supported by essential principles, core concepts and key competencies. Those who holistically embrace the OD Consultants will be able to achieve the OD outcomes.

Based on the review of literature and the conceptual framework, a consultant is a person who facilitates conversations and actions towards systematic progression and resolution of challenges and problems. OD consulting involve reflection and research in order to understand (insight) and clearly communicate (illuminate) the organization's need, challenges, root causes of the challenges, action plans, and expected outcomes. It also involve tapping into the collective intelligence through rationalization, that is, finding logical reason to reorganize the social structure by the inclusion of all people and providing independent support to improve effectiveness and efficiency. OD consulting further encompasses inspiring people and inventing efficient ways to achieve organizational outcomes through positive mutual-exchange of ideas and opinions, and effective representation of client or business partners. It also involves interceding in order to repair and regulate conflicting and complex situations and influencing people to build rapport and define mutual expectations. A whole system perspective should be adopted in OD consulting in order to ensure sustainable performance and process improvement.

The premises of this article are corroborated by the conceptual framework developed in a study by Vosoughi (2014). This framework is as shown in Figure 4. Figure 4 depicts the process consultation process, based on the collaborative partnership between the OD Consultant and the client.

Figure 4 - Visual Representation of OD and Consulting Relationship

Source: Vosoughni (2018)

The 5As framework can be used to summarize the relationship between organization development and consulting as shown in Figure 4. Embracing the 5As Framework enhances the organization's technical, advocacy, and organizational capacities. It also enhances the individual members' coaching, consulting, and facilitation capabilities, that is, technical, educative, and moral fibre to tackle emergent business challenges.

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LEVERAGING LOGISTICS MANAGEMENT

TO DRIVE PROFIT MAXIMIZATION

Tosin Ekundayo

ABSTRACT

Considering the complexity of today's business environment, the need for effective strategies focused on maximizing profit cannot be over emphasized. Directors and C-suites in most organizations command deep-pocket financial investments to aid business growth strategies. Market trends have proven that there is a thin line, in meaning and understanding between "business growth" and "business expansion". It is essential to recognize that both concepts require effective logistics management. This empirical research paper seeks to elaborate on the position that logistics management is a key variable to drive profit maximization in both business growth and expansion prospects in relation to other business milestones, objective and achievements. The article adopts an empirical comparison approach of two e-commerce giants, that us Amazon and Alibaba. The comparative analysis is based on two perspectives: revenue versus the logistic assets acquisition. These perspectives are considered essential to organizational effectiveness. This research article shows that even though market share is paramount to profit maximization, logistics management is an inherent strategy to maximize profit and achieving broader organizational goals.

Keywords: *Logistics, Logistics Management, Strategy, Profit*

INTRODUCTION

Logistics has been performed around the globe since ancient civilizations were at war. Despite being a longstanding organizational function, researchers and practitioners are still learning and trying to become cogent in its understanding, as a key concept to organizational performance. Logistics is considered one of the most dynamic and challenging operational areas of supply chain management and an essential pathway to profit maximization. This article seeks to review and simplify the understanding of logistics management as an operational imperative to profit maximization.

Logistics management integrates producing, and distributing material/ products to the proper place and in proper quantities and most importantly at the time. On the surface, these operational activities lead to increased expenses as they pull financial resources from the organization's coffers. Logistics management holds direct access to key resources so the impact, supposedly is huge and in essence cannot be neglected. However, if this function is managed properly, it signals positive effect on profit maximization.

Logistics management is a rapidly evolving business discipline that is getting complicated just as the business environment. This function is undergoing significant changes and as such if not managed properly can lead to chaos in organizations. As with other aspects of business, data mining and analysis simplifies the understanding for strategic implementation in logistics. Its management includes the various related tasks required to get the right goods to the right customers at the right time and price. Organizations need to recognize that logistics management can be expensive and requires expertise backed with experience.

Logistics management is influenced by the changing perspective change in the understanding of 'Quality' across industry sectors. The varying perspectives of quality necessitate re-evaluation of the basics of logistics and its management. The definition of quality has evolved from the mere focus on product appearance and outlook. It has evolved to mean, the ability of a product or service to meet and exceed the expectation of customers or end users. Emerging trends are contributing to the complexity of customer behavior, hence the difficulty in understanding their expectation. Strategic operations such as logistics ensure effective customer servicing and enhancing the customer service encounter. This process of dealing and engaging customers for the purpose of data gathering requires clear steps and logistics till such expectation is implemented into an organization's value chain. This represents the customer-end of logistics management. The other end is ability of an organization to transform customer expectations captured in data into the product or service development for which the customer will pay for because his expectation will be met and in turn maximize profit for the company's business.

With the timeless perspective of change in the concept of quality comes complication in logistics overview and understanding. This review work intends to study past materials, empirically in relation to global trends citing ecommerce's giants as sample operations confirming the combination of logistic maximization with other business objectives. The quest to minimize cost of logistics doesn't have to substitute profit making or sales revenue increase. This understanding will not only add to the logistics management body of knowledge but will aid effective implementation for logistics as a strategic tool to achieve other organizational outcomes.

Logistics Scope

The coffers under the auspices of logistic management are of wide variety although some agree that the scope of logistics cannot be limited as it differs from industry to industry. Key players of various industries agree that there are three main aspects of logistics regardless of industry: transportation, warehousing, and third and fourth-party logistics.

Product-Raw Materials Movement – encompasses the various modes of transportation such as air, rail, road, water, pipeline and so on. Selecting the most efficient combination of these modes can measurably improve the value created for customers by cutting delivery costs, improving the speed of delivery, and reducing damages to products.

Inventory - involves a series of activities related to receiving, storing, shipping materials to-and-from production or distribution locations, when it is not on the move between locations of sales, final consumption or partial utilization.

Other-party logistics – includes third-party logistics providers (3PLs) who actually perform or manage one or more logistics services and fourth-party providers (4PLs) playing the role of general contractor by taking over the entire logistics function of an organization and coordinating the combination of divisions.

Figure 1 - Logistics Management

Source: AimsEducation

Regardless of the scope viz-a-viz the industry, logistics management has become a pivotal functional duty in organizational efficiency and effectiveness. The advent of advance corporate mechanisms has seen the rise of managerial functions due to logistics in business world.

LITERATURE REVIEW

Kaveh and Samani (2009) explain the impact of logistics management on organizational arm of supply efficiency. The aim of the researchers was to introduce and describe collaborative logistics management and investigate its consequence on the supply chain effectiveness; bearing in mind, that an effective supply chain creates a value chain for any business. This purpose necessitates a framework to support the collaboration between the entities in the chain especially in terms of logistics activities. The authors argued that globalization, rapid technological change, shorter product life cycles, changing customer preferences, and hyper competition are just some characteristics of today's business environment. As a result, organizations have become aware of the fact that working alone is almost impossible. Therefore, understand most organizations that building relationships are keys to a successful business. As the business processes become more specialized, it is essential that organizations focus on their core competencies and logistics outsourcing becomes a relevant strategy. In today's world logistics ranging from transportation, inventory, order processing, purchasing, warehousing, materials handling to packaging must continuously be developed to meet pervasive operational challenges. An effective logistics system is a must in order to meet and satisfy the changing customer demands. Collaborative logistics enables meeting and exceeding expectation while simultaneously achieving sales increase and customer retention amidst other profitability measures.

Fugate *et al.* (2010) conducted a research to model logistics performance with the concept of simultaneously pursue efficiency, effectiveness and differentiation. Reaching for past researches in this area, logistics performance was portrayed as a first order manifested or reflected by performance indicators. Performance indicators became major pointers to efficient organization. However, traditional issue faced is either to strive for efficiency or effectiveness. Main objective of this study is trifurcated: it draws from research in organizational and strategic management and logistics to develop theoretically based conceptualizations of logistics efficiency, effectiveness, and differentiation, and provides empirical results contradicting the traditionally assumed mutually exclusive relationship amongst them.

Kaveh and Samani (2009) elaborate the scope of collaborative logistics and its effect on supply chain efficiency. Collaboration is in itself logistics minimization strategy engaged by several industry giants. Fugate et al. (2010) expresses the ability of logistics management to yield much more than profit maximization. Instead it creates an avenue toward effectiveness and efficiency.

METHODOLOGY

For the clarity of logistics and management impact, a qualitative approach is applied in this paper. It is suitable because, this research takes the form of empirical review of top players of the ecommerce industry in comparative mode; namely Alibaba – the ecommerce king of the China & Asia region and Amazon- the king of the North American & Europe. Strategies have seen both players shoot for globalization in recent years via minimization of logistic cost for profit maximization. Secondary data is sourced from CB Insights. It's a tech market intelligence platform that analyzes millions of data points on venture capital and startups. Additional data is secondary data from coresight.com - a data-driven insights outfit that help companies navigate the changing retail and technology landscape.

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Figure 2 - Amazon vs. Alibaba Revenue Generation

Figure 2. Amazon's Prime Day vs. Alibaba's Singles' Day

	Prime Day	Singles' Day
Date	2017: July 11 2016: July 12 Debuted on July 15 in 2015	November 11 each year Debuted in 2009
Channel	Amazon's global sites	Alibaba's platforms, JD.com, Suning, Gome, Haier
Market	US, UK, Spain, Italy, Germany, France, Canada, Australia	Primarily China, with more than 200 countries participating
Sales	$1.0–$2.2 billion (2017 est.)	$17.8 billion (2016)

Source: Company reports/FGRT

Figure 2 depicts data table comparing key dates for both outfits in terms of revenue generation. Amazon's prime's day is July 11th or 12th sequel to 2017 & 2016 respectively shows the revenue to the tune of $1.0 -2.2billion. Alibaba's prime day is its single's day (Nov.11,2009) generating to the tune of $17.8billion.

Figure 3 - Alibaba vs. Amazon Expansion in India

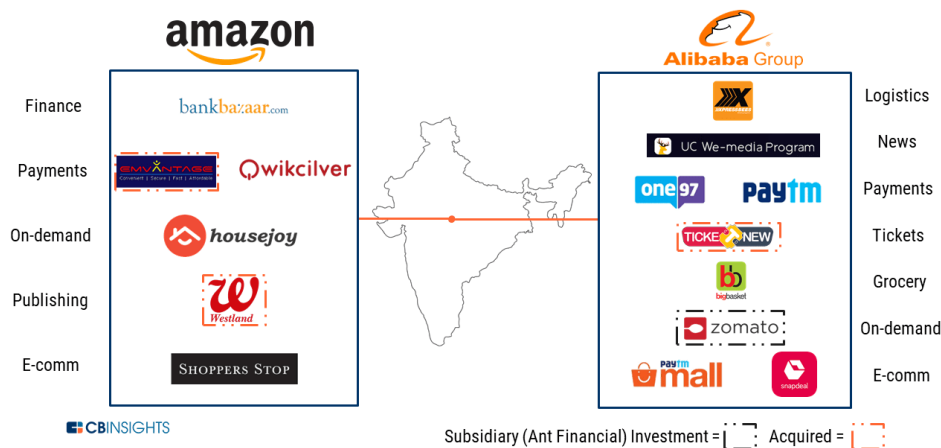India is a key battleground for e-commerce expansion

Figure 3 shows that both organizations are massively expanding. Revenue ranging to tune of billions requires a large scale of logistics to meet and exceed customer expectation. Areas of expectation covers associated services, payment, packaging, complains management, transportation, warehousing just to mention. India is the main battle ground for Alibaba and Amazon. Top of the acquisition for Alibaba is logistics outfit – Cainiao. Amazon prioritizes Finance logistics via Bank Bazzar. As a strategy, India seems to be a strategic location for their logistic management.

DISCUSSION

In 2018 when Amazon announced expanding its logistics services into mainland China to reduce logistics costs as it seeks to expand into the cross-border e-commerce market. This led to Amazon taking on domestic market leader Alibaba Group in the global cross-border e-commerce competition and market expansion to the turn of US$1 trillion by 2020 (according to data supplied by Accenture and AliResearch). It filed in 2018 to allow, its subsidiary - Beijing Century Joyo Courier, serve as a shipping broker to countries in Europe, Japan & the United States. The Chinese sub-division is to be charged with managing cargo and customs issues on behalf of merchants so make sure goods reach their final destination as at when due and at less cost. Unlike the competitor Alibaba, whose target market is the Asia region, Amazon is one step closer to becoming a transnational logistics and fulfillment hub.

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This was evident in the company's proposal to senior executives. This strategy puts Amazon head-to-head with Alibaba Group. In 2018, it was reported that Alibaba aim to provide 24-hour delivery across China and 72-hour delivery for international markets. The Chinese e-commerce giant was targeting to minimize logistics costs to less than 5 percent of the country's gross domestic product (GDP). Its logistics arm, Cainiaois currently processing 100 million packages a day, bringing cross-border shipping time by over 50 days for some countries.

It is evident that logistics plays a key role in profit maximization even as a global brand. The above data shows e-commerce giants competing on a basis on management of logistics. Traditionally this supposedly would have been a battle of market share, market dominance or sales revenue increase. Instead both players in the race to reduce logistics cost. As a strategy, it adds value to the supply chain process if inventory is strategically positioned to achieve optimum value with the largest contributor to logistics cost being transportation i.e. "the movement of raw materials to a processing plant, parts to a manufacturer, and finished goods to wholesalers, retailers, and customers". That further explains the opting for location-India by both players. The goods or products require a number of other functions related to shipment. Goods need to be packaged, loaded, unloaded, warehoused, distributed, and paid for whenever they change hands as shown by their other acquisition. Even this seems like optimum location as labor is cheap for such logistical arrangement in comparison to other parts of the world, further emphasizing the role of location in logistics management.

The development of this (logistics) sector creates a problem of what logistic entail. Defining logistics precisely presents a challenge. Regardless of logistics scope, the key to profit maximization towards outperforming competitors is a cost-effective approach. In majority of situations, the cost-benefit impact of a logistical failure is directly related to the importance of the service to the customer. A logistical failure will have a significant impact on a customer's business hence error-free logistics service should receive higher priority. Such service implies that the customer order was complete, delivered on time, and consistently correct over time with expectation of feedback. This explains the clarification and importance of understanding the current meaning of quality as earlier discussed.

Cost Minimization to Profit Maximization

To create sustaining value for any organization, cost minimization which is interpreted as the total cost of logistics must be managed for profit maximization. The accounting and financial departments in organizations sought the lowest possible cost for each logistical function, with little or no attention paid to integrated total cost trade-offs. This doesn't yield expected result as history has shown. Hence, industry pace setters develop functional cost analysis and activity-based costing activities that accurately measure the total cost of logistics. For logistics to be cost-effective, cost-benefit analysis must be carried out, taking into account how a logistical service failure would impact a business output.

The relationship between cost minimization and profit maximization is an opposite directional one. "Profit maximization implies cost minimization but cost minimization doesn't necessarily mean profit maximization". Profit maximization is a combination of both revenue maximization and cost minimization because profits are equal to the difference between revenues and costs. Cost minimization is a strategic move to reduce organization overheard to the barest minimum and still achieve the expected level of value. Simply put, it depicts spending so little to meet customer utmost expectation. A satisfied customer will be pleased, most times meet the asking price and most importantly, the customer is retained. Profit maximization refers to the ability of an organization to achieve a maximum profit with low operating expenses. Making the best out of minimal expenses invariably increase profit margin. This proves that profit maximization is not necessarily a function of deeper financial investment. Logistics management strategy is being proven to be a most investment approach. It further provides clarity between organizational development and growth.

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CONCLUSION

Trends have shown with Amazon and Alibaba that logistical variable, integration and management cannot be ignored if profit maximization is the objective. The alternative of deep-pocket financial mandate unnecessarily necessitated is being buried because the era of strategy in organization has come to stay. The need arises as a result of firm's quest to achieve sustainability and excellence. Bearing in mind the risk of uncertainty, every business complex department must contribute its quota to the firm objective. Profit maximization is a team effort of persons as well as department and subsections. This paper sets out to review and simplify the understanding of logistics management, it's scope as a key pathway to profit maximization to be achieved simultaneously with other business milestones through the adoption of empirical methods. The examples of Amazon and Alibaba, giants in the e-commerce industry show that pursuant of logistic cost minimization equally produces result in other milestone fronts such as increases in sales and market share.009) elaborate the scope of collaborative logistics and its effect on supply chain efficiency. Collaboration is in itself logistics minimization strategy engaged by several industry giants. Fugate et al. (2010) expresses the ability of logistics management to yield much more than profit maximization. Instead it creates an avenue toward effectiveness and efficiency.

LOGISTICS MANAGEMENT RECOMMENDATION

a.   Integration of logistics function
Logistics is a system made up of interlocking, interdependent functions hence improving any part of the system must be done with full awareness of the effects on other parts of the system. In comparison to traditional approach where each area had its own separate management and pursued its own strategies, tactics and objectives. Decisions made in any one functional area, however, are very likely to affect performance in other areas in modern approach. This must be diagnosed holistically as a function of time, finance and objectives.

b.   Integrating the Supply Chain
This can take the form of:
• *Locate in the right countries;*
• *Develop an effective import-export strategy;*
• *Select warehouse location;*
• *Select transportation modes and carriers;*
• *Select the right number of partners; and*
• *Develop state-of-the-art information systems.*

c.   Reduce Inventory, Increase Information flow
Physical inventory can be replaced by better information. Improve communications by maintaining regular link with suppliers and discuss plans with them. Engage effective use of continuous improvement tools and share observations about trends. Track inventory precisely and reduce system wide inventory costs by keeping inventory in transit. Create and develop communication interconnectivity to ensure and enable real time communication and flow of information to ensure speedy strategic decision-making process. This replaces the contingences of certain logistic functions such as unnecessary warehousing, transportation and related logistics. Inventory is then recruited on based on usage basis, saving cost, time and resources otherwise deployed. Such approach is likened to Just-In-Time system.

d.   Reducing logistic Partners
The more partners there are in a logistics chain, the more difficult and expensive the chain is to manage. Several partners cost money and eat up time. This saves operating costs, cycle time, and inventory holding costs. If you eliminate all partners you will be eliminating a higher percentage of overhead expenses.

e.   Pooling Risk Approach

Pooling risks is a method of reducing stock outs by consolidating stock in centralized warehouses. When inventory is placed in a central warehouse versus several smaller warehouses, the total inventory necessary to maintain a level of service reduces without corresponding increase in the risk of stock outs. An unexpectedly large order from any one customer will still be small in relation to the total supply available.

f.   Effective Customer Servicing

There are flows of information, alongside product/services in any supply chain. Customer information is collected via orders, sales activity, and forecasts. The information reflecting the expectation of potential customer must be integrated into the logistic and supply chain channel. Ensuring that key variables are inserted as per customer request and requirements. "The enterprise must have internal process integration and collaboration between functions as well as alignment and integration across the supply chain".

Other effective customer servicing strategies include:
- *Attention to changes in re-occurring market trends;*
- *Minimize variances reduction;*
- *Departmental inventory reduction;*
- *Consolidate product movement by grouping shipments;*
- *Maintain high quality; and*
- *Continuous improvement.*

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FOSTERING EFFECTIVE COMMUNICATION

A SYSTEMS APPROACH TO FACILITATING ORGANIZATIONAL CONGRUENCE

Arnold Mtetwa

ABSTRACT

Effective communication is imperative to the effectiveness of any social structure. OD has as its defining role the unification of people in organizations. Effective communication and systems thinking help in understanding the complexity and interconnectedness of organizations. The revitalization of the innovation agenda in organizations demands the effective communication among all organizational members. This article explores the role and significance of effective communication among managers in an organization. The article submits that organizational congruence is fundamental to the attainment of organization development outcomes. The sustenance of collaborative approaches in organizations requires managers to foster effective communications.

Keywords: *Communication, Systems Thinking, Organizational Congruence*

INTRODUCTION

Communication is the process through which managers coordinate, lead and influence subordinates; a process in which one person or group evokes a shared or common meaning to another (Tyabji, 1954). Communication is best viewed as a basic skill in any organisation and nothing can possibly be done in a coordinated way outside communication. It can be verbal or non-verbal, face-to-face, or through different mediums. Incorporation of the field of systems theory has been a major breakthrough in understanding the complex world of organizations. The focus of the system is never on the strategic business units (SBUs) but is in perspective of the whole system.

Organizations cannot thrive based on the independence of its units because an organisation is a system of interdependent units, interconnected processes and interrelated activities that make up the whole. It is an ecosystem that is internally complete yet relying on sending and receiving strategic ideas and feedback for self-renewal, improvement and development. Successful organizational leaders have adopted Systems Thinking with immense sensitivity since an organization is a complex and chaotic system, with one part of it posing a threat, reward, goodness and smiles or consequences depending on how it is being managed. Even as a dollar is made up of one hundred (100) individual cents that should be brought together and coordinate to made up value, so is an organization. The lapse of one department or section stifles the expected deliverables of the other. An organization that seeks to sustainably grow yet there is no effective communication among its functional areas lacks coherence, a sense of direction, and strategic foresight. The key question that this article seeks to explore is; 'How can organizational congruence be facilitated in the midst of system complexity and chaos? This article submits that communication is the fundamental driver of system congruence. If so, it is now time to respect the role of effective communication in an organization for organizational leadership and development outcomes. Communication provides tools, models and vocabulary that stimulate OD and simplify the complexity of the interplay of forces, to generate effective solutions and prosperity.

OBJECTIVES

The main purpose of this article is to explore the role and significance of effective communication in OD practice. The three specific objectives are:

• To elaborate on the role of effective communication in fostering organizational system congruence.
• To determine the main communication barriers that affect organization leadership and development.
• To identify the key trends facilitating increasing attention towards communication in OD.

CONTEXTUAL INSIGHTS

Organization Development (OD) is a complex field that cannot be understood by examining the individual parts of an organization in isolation. Instead, the interconnectedness and interactions of its individual activities, processes and results must be clarified for the effectiveness of the organization. The appreciative approach to systems management has seen many institutions enhancing collaborative practices, shared skills and referral networks. An organization should not look at its functional areas, processes, or systems with an egoistic approach. Service continuum is enhanced through direct or indirect connectivity of collaborative practice. Ideally, a systems approach is founded on how the members of a larger system function interdependently through collaboration, cooperation and commitment to meeting the organizational goals. In this regard communication takes up a large portion of a manager's time since it infuse every nook and cranny of the organization, and the more competent the manager is in communication the more successful the organisation is bound to be. The diagram below depicts an example of upward communication in a bank.
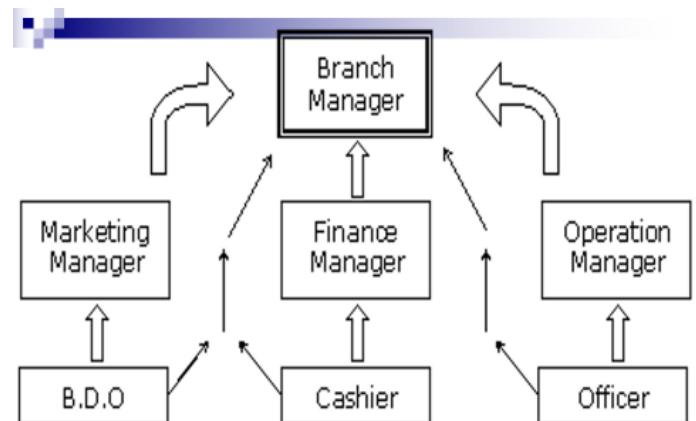
The Essence of Communication in Organizations

In organizations, managers communicate for many reasons: **to motivate, inform, control and satisfy social needs**. *Motivational communication* serves the function of positively influencing the behaviour of organizational members and inspiring members to perform certain tasks. Communication that is intended to motivate must be designed to influence individuals to work towards the accomplishment of organizational goals. Communication has an *informational purpose* when it provides facts and data to be used for

"*Upward*" Communication in a Bank.

decision making. Informational communication involves managers giving employees information they need to perform tasks, and employees inform managers of their progress towards meeting their objectives. This feedback mechanism is essential in organization development. Without effective communication, no motivation can be witnessed. The feedback mechanism is essential in enhancing communication effectiveness and overall organization development outcomes.

Communication also serves a *control function*. It is through communication that work gets coordinated and integrated, tasks and responsibilities are clarified, and accurate records are kept to create order and organizational congruence. Control-focused communication serves the purpose of creating organizational congruence and order, so that multiple goals and tasks can be pursued. The control function of communication ensures that any deviations be known so that corrective action can be implemented. Communication in OD practice is best described as the cornerstone of systematic progression and growth in organizations and among work groups.

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It needs to be applied consciously to be effective in building organizational congruence. When organizational activities become chaotic, effective communication controls or redirects the organization the way that fulfills the predefined aims and objectives. It improves an organization's overall effectiveness. Controlling objectively identifies and quantifies problems within the organization and focuses the organization's activities towards the main goal. In most cases, poor performers owe a bit more detailed explanations and managers ought to explain where subordinates might have misinterpreted, hence communication is vital in organizational development.

Managers need communication also in satisfying social needs. Communication fulfills social needs relating to the emotional and non-task-oriented interactions that occur in every organization. For example, it is essential that employees talk about sports, games, politics, the boss's personality and so forth. While this communication may not directly affect the performance of organizational tasks, it serves important needs and can influence how employees feel about their work conditions and how connected they are with others at work.

Trust and credibility among organizational members is enhanced through effective communication. A work environment characterized by trust does not just happen by accident. Trust and credibility can be nurtured and reinforced through honesty and accuracy in communication and mutual respect between communication parties. Earlier scholars identified the four cores of credibility as integrity, intention, results, and capabilities. Management-by-Wandering-Around (MBWA) is an essential principle in enhancing organizational congruence. This principle simply means that managers deliberately and regularly take time out of their fancy offices and titles to communicate with employees as they do their jobs. Managers who spend time with subordinates can greatly reduce the perceived power-distance between themselves and their subordinates. They also create an atmosphere of open and free flowing communication, which makes more and better information available for decision making and makes decisions more relevant to the needs of all personnel. This view is corroborated by Peters (1972) who emphasized the role communication plays in defining successful companies that are highly rated by employees.

Communication permeates every part of an organization. Since an organization is a social unit, managers are first and foremost in the communication business. Smith (1983) suggested that communication has more impact on the management perspective than any other party; hence greater value must be attached on communication in a bid to change both the face and image of an organization. Communication is becoming increasingly important in view of recent trends such as increased globalization, diversity, and workplace specialization. Technological communication offers new opportunities to communicate more often and more efficiently than ever before. In these times of doing more with less and increased use of technology, it is imperative to remember to do whatever managers can to foster effective communication and enhance organizational congruence.

In management, according to Mintzberg, communication is needed in the three managerial roles; *interpersonal, informational and decision-making roles*. These roles allow the manager to involve himself in relationships with organizational members and other constituents. They act as liaisons both in working with individuals and work groups within the organisation and in developing favourable relationships with outside constituents. All these can be enhanced through the effective implementation of the concept of communication.

Through communication, managers become responsible for gathering and disseminating information to all stakeholders of the organization. Managers owe a duty of being spokesperson of lower level employees and senior executives *(C-suites)*. Managers must often communicate information to individuals outside their units and their organizations.

One of the decisional roles played by organizational managers is that of negotiator. Studies of managerial work at all levels have found that managers spend a good proportion of their time negotiating. Managers may negotiate different transactions, contracts, and agreements with employees, suppliers, customers, or other work groups. Without effective communication, all these negotiations become futile and hurt the organization. Regardless of the work group or stakeholder segment, managers are responsible for all negotiations necessary to ensure that the group is making progress towards achieving the organizational goals.

To have an effective managerial function of planning, organizing, leading, decision making, motivating and controlling; organizations need effective communication systems. Managers must access information to make sound decisions and thereafter need for effective communication is crucial to effectively communicate these decisions to others to enable them to effectively execute their roles and responsibilities. Moreover, managers' understanding of customers' complaints and needs can only be witnessed through the communication process.

During the planning process, managers require information, both from within or outside the organization to ensure that they set *Specific, Measurable, Attainable, Realistic and Time-bound (SMART)* goals and arranging how each function can be allocated its plan. Managers who are poor communicators usually deprive organization development interventions by setting poor plans, due to lack of information and coordination.

Organizations thrive on communication - the transmission of information from the source to recipient, to facilitate the coordination of activities of members. Particularly where unanticipated environmental circumstances are encountered, communication is an essential device for achieving rational coordination. The pervasiveness of complaints about "communication problems" that exists throughout all types of enterprise attests to the important place that communication has in the life of organisations. If activities did not need to be coordinated, communication would be relegated to a much more peripheral position in the operation of organisations.

Furthermore, as managers begin to organize by arranging human, financial and material resources to varied business units or activities as per plans, communication still plays a very critical role. In organizing, the key element is the ability to communicate. To achieve the desired goals, managers must ensure that the tasks are carefully and critically clarified for effective execution by the subordinates. It therefore claims for effective communication skills; hence communication is a strong pillar that must be enhanced in developing a sound and effective organisation.

Performance problems and situations are often raised in different organisations. Whilst there are many causes, the importance of communication is always highlighted. Dealing with long-term performance can be a difficult process. Good communication, clarification of roles, clear statement of expectations all help to avoid performance problems, yet improving the organizational development and foster the required change. Poor communication, whether intended or not and the resultant setting of inappropriate goals represent a major problem for all performance appraisal systems that emphasize subordinate involvement. There is no simple way to prevent this from happening except if managers create a climate conducive for effective communication.

Grapevine as an informational method of transmitting information, depicted as the wandering of messages throughout the organisation is unveiled by act of communication. In the absence of communication, even grapevine would be extinct and managers would not be worried about what would-be within their subordinates.

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Grapevine, as a communication vehicle, is a useful and important source of information for managers and employees at all levels, and it should be used as much as the company newsletter or meetings. Through communication, managers can learn what their subordinates are thinking or understand their grievances and needs for organizational congruence and business growth.

CONCLUSION AND RESCOMMENDATIONS

Wickesberg (1968) indicated that effective managers favour communication overwhelmingly, and pointed out that no manager today can be successful by ignoring that communication touches every nook and cranny of the organisation development process as modern organisations are becoming more complex yet systematic. For example, the following departments have been added to most organisations: personnel, personnel research, management information systems, strategic planning, industrial relations, quality control, training, research and development, marketing and public relations. Thus, in today's organisations a manager must rely on all the sources and channels of information to be successful. Organization Development is hinged on the effective communication aspect and this must not be overemphasized.

Communication probably takes up a large portion of a manager's time since it infuses every nook and cranny of the organisation, and the more competent the manager is in communication the more successful the organisation is bound to be. Organizations should implement 360° Feedback in their strategic and operational roadmaps as a means to enhance communications.

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COACHING

A STRATEGIC IMPERATIVE TO ENHANCING SKILLS OF EMERGING LEADERS

Nareiman N. Abdul Moeti; Kim Margaret B. Amora

ABSTRACT

The need for developing future leaders in today's highly complex and uncertain operating environment cannot be overemphasized. Most of the extant literature on leadership focuses on already practicing professionals such as C-suites, executives, and managers. Literature on developing emerging leaders seems to be scant. Though most business colleges and universities, teach leadership and management courses from undergraduate level, there seem to be little attention given to the significance of these activities in organizational effectiveness and economic transformation. This article recognizes the significance of ensuring coaching, consulting, and facilitation programs are initiated at grassroots level. The current study focused on determining the role of coaching in enhancing skills of emerging leaders or professionals. The study also focused on determining the challenges that emerging professionals are facing regarding career foresight. The study found out that coaching is a strategic imperative to individual and organizational success.

INTRODUCTION

Coaching is a psychological aim to be able to enhance a person's life in terms of performance or well-being (Law, 2013). Coaching inspires individuals to maximize their personal or professional potential and to seize possibilities. We carried this study, not from an 'executive coaching' standpoint, but from 'emerging professional or leader' perspective. The narrative of coaching is mainly associated with executives, whilst shirking emerging leaders. From the word emerging it means rising or developing, so an emerging leader is known to be a developing leader. Emerging professionals or leaders have hidden skills and potential that need to be developed so that they could become great leaders. Coaching is considered a great assessment tool in developing emerging leaders; it would bring into sight the importance of having not only a good IQ but also emotional intelligence. Coaching encompasses developing one's self so that they could emerge as a person.

The thesis of this article is that coaching, consulting, and facilitation are important interventions for the development of future leaders and organizations. However, we focused more on coaching as the key determinant of individual and organizational success. On the basis of this position, it is essential to initiate debates and discussions on this subject towards organization development and economic transformation. The Institute of Organization Development (2019) states that in searching for jobs millenials are looking for career growth and development, feedback, engagement, leadership, motivation, retention, sustainability, working in diverse environments, benefits, and technology.

CONTEXTUAL REVIEW

Coaching is used to improve essential leadership and management qualities, in forms of training and providing guidance from a coach to a coachee. It is a step by step counseling into achieving their end goal and unlocking hidden potential. This then begs the question: *What key skills and values emerging leaders should possess in the 21st century?*

Predicted Leadership Competencies

Leadership is the process through which an individual (leader) influences individuals or a group of individuals (followers) towards the achievement of a common goal (Northouse, 2001). The competencies of the 21st century leader are determined by the prevalent revolutions. It is evident that the 21st century is a century of transformations. The main characteristic of the 21st century is the prevalence of most disruptive technological advancements in human history. The technological changes are reliant on information processing through the use of computers, as well as the use of multimedia technology to enhance communication (Martin, 2006). According to Trilling and Fadel (2009), 21st century leaders should possess specific skills and competencies to be effective at this time of technological advancement. Drucker (2001) noted that a number of knowledge employees will be affected by the challenges of this time. In this regard emerging leaders should posses, in great measure, "social intelligence" competencies (Goleman, 2007). These competencies are important to ensure connection between work teams and to build enduring relationship with the followers.

The competencies of emerging leaders or professionals can be classified as cognitive, emotional, and social intelligence competencies (Goleman et al., 2002). Examples of these competencies include systems thinking, self-awareness, emotional awareness, and relationship management.

Emerging Leaders or Professionals Competencies	
Agility	Emerging leaders should be able to make quick and effective decisions with the help of emerging technologies. The use of technology and particularly social media is useful in efficiently communicating and coordinating business actions.
Awareness of the global environment	The business world is highly globalized and as such leaders need to be agile and highly decisive (Rose, 2008).
Emotional intelligence	Leaders need to effectively manage their emotions through a greater understanding of themselves and the people around them. This is specifically supported by the transformational leadership theories.
Listening skills and change agent capability	Leaders need to provoke persuasive reasoning from their followers in order to get their support. Charismatic leadership is therefore important in order to gain followership.
Teambuilding	Leaders should be team players and effective relationship builders. This is important in enhancing followers' motivation and productivity. Team building requires effective communication, hence charismatic leadership.
Integrity	As supported by the values-based leadership theory, emerging leaders must uphold the highest levels of morals and or business ethics. This is important in dealing with the prevalent greed, corruption and other corporate scandals of the century. Leaders in the contemporary environment should show concern for people based on emotional intelligence.
Emerging leaders should display information processing, project management, and business and political acumen (Trilling and Fadel, 2009). The contemporary leader should be consistent and authentic, show incredible drive, and produce positive business results. The demonstration of innovation, creativity and critical thinking is essential among emerging professionals or leaders.	

Literature shows that leaders should have the comprehension traits to gain external business knowledge, evaluate the business environment and to identify business opportunities. Leaders should also possess specific personality traits to capitalize on opportunities and convert them into visions. Empirical literature further shows that leaders should possess the *power of comprehension, power of personality, and power of people*.

Power of Comprehension	This involves the leader's ability to acquire knowledge and scan the environment, understand the global business environment, and change and adaptation trait.
Power of Personality	This encompasses self-confidence, envisioning, creativity, determination, time management, stress resistance and intelligence. These are important in the current knowledge economy.
Power of People	This category of traits includes emotional intelligence, diversity, fluency, communication, and identification of talent and potential.

We also recognize that an emerging leader should be **Self-Aware**; the individual ought to distinguish their personal strengths, weaknesses, opportunities, and threats. This personal development enables one to boost self-image, work on weaknesses, and further develop and capitalize on their strengths.

Being able to effectively **Communicate** is an essential skill a leader should develop. Communication is an important tool to be able to gain relevant professional knowledge or basic facts. It would not only be able to convey information but also allow leaders to build relationships and trust with other individuals. A leader should not only talk with confidence but also listen and understand others so that they could be influenced and allow others to follow.

An emerging leader or professional should have **Learning Agility**, that is, they should be able to adapt quickly and be able to recognize emotions. An individual learns from mistakes and looks for ways to do things properly; open their minds for feedbacks and take it as an opportunity to improve themselves.

Other essential characteristics of emerging leaders include clarity of vision, decisiveness, enterprising, humility, openness, and judgment.

Tools for Coaching & Consulting

To assess the challenges facing emerging leaders and determine the nature and demands of emerging professionals; we used the 11 Qualities of Successful Managers Questionnaire, SWOT Analysis, and the 5 Why's Technique.

11 Qualities of Successful Managers

The 11 Qualities of the Effective Manager fall into 3 categories: 1) basic knowledge and information, 2) skills and attributes, and 3) meta-qualities. Command of the basic facts and relevant professional knowledge fall under group 1: **basic knowledge and information** that managers require to make choices and take action. Sensitivity to events, analytical, problem-solving and decision making, social skills and abilities, emotional resilience and proactivity all fall under group 2: **skills and attributes** that influence a manager's leadership performance. Lastly, creativity, mental agility, balanced learning habits, and skills and self-knowledge all fall under the 3rd group referred to as the **meta-qualities** because they help managers to develop the situation-specific skills needed in appropriate situations (Pedler, 2013).

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SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. Its original purpose is intended for businesses to analyze and develop their strategies. Nevertheless, it could be used on a personal level to spot opportunities and identify problems that might have negative career development effect.
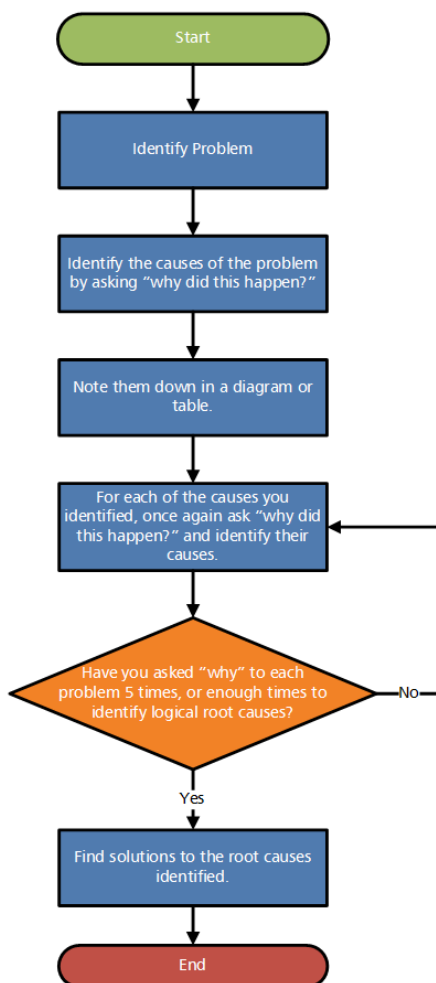
Strengths pertain to what advantages a person has over other people or what skills and talents do you possess that makes you unique.

Weaknesses refer to those tasks you avoid because you feel doubtful doing them, what are some of the negative working habits that inhibit you from making decent progress.

Opportunities by definition are the time or set of circumstances that makes it possible to do something. Ask yourself if there is a way to create opportunities by taking advantage of your strengths or by eliminating one of your weaknesses. What future career opportunities do you see a potential in?

Threats are those obstacles that stand in the way of your objectives. Take some time to reflect and think. Are there any problems that your weaknesses cause if you don't address them? What are the factors that hinder you from your opportunities.

5-why Process Flowchart

5 Why's Technique

The 5 Why's Technique requires asking "why" 5 or more times to get to the root of the problem. This technique is used to resolve and breakthrough simple or moderately difficult situations as it determines the cause and effect of a problem. By using this technique, emerging professionals learn from their mistakes by identifying the main of their challenges. However, emphasis should be placed on possibility-seeking rather that problem-orientation.

Public Speaking

Providing opportunities and platforms for students to present or discuss a certain subject enables coaches to put their confidence to the test, moreover, it also practices their ability to communicate with a crowd.

Feedback

In our youth coaching practice, we give emerging leaders advice based on our past experiences with common situations and how we've learned to cope with them as a means of growth and development. The practice of 360° Feedback is essential to coaching effectiveness at individual, team, or organizational levels.

Data Collection Methods
Interviews

We scheduled interviews with two pairs of students every week. These interviews typically last for an hour or more per pair depending on the depth of a problem and how much the students share with us. Students are assigned by partners so that they could help each other progress with the little things they want to adapt within their life. The interview sessions relied predominantly on unstructured open-ended questions to ensure participants willing share their perspectives. These questions helped us to enter into candid debates and discussions particularly when using the 5 Why's Technique.

Findings and Dicussions

Figure 1 - Results on the 11 Qualities of a Successful Manager

Figure 1 depicts the results of the weakest areas of students based on the 11 qualities of the effective manager questionnaire that was given out to University students. The findings show that two (2) participants had command of basic facts as one of their weakest areas, nine (9) participants have relevant professional knowledge as one of their weakest area, one (1) participant had sensitivity of events as one of their weakest areas, six (6) participants had analytical, problem-solving, and decision making as one of their weakest areas, two (2) participants had emotional resilience as one of their weakest areas, one (1) participants had proactivity, three (3) participants had creativity and five (5) participants had mental agility.

From Figure 1, it is clear that the majority of participants possess relevant professional knowledge as their weakest quality. Analytical, problem-solving, and decision making came out as the second weakest quality and mental agility came out as the third weakest quality.

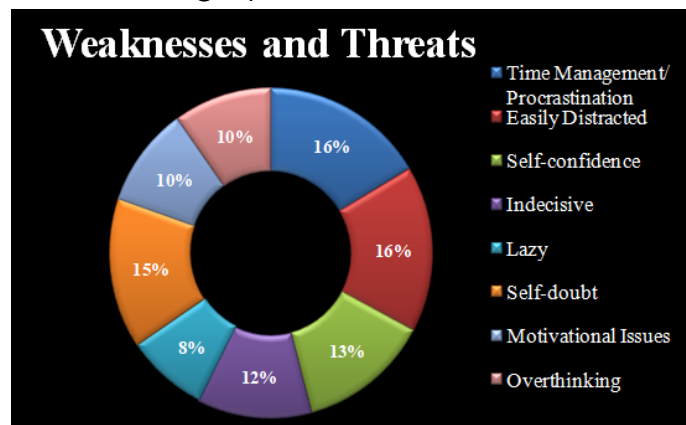### Figure 2 - Participants' SWOT Analysis Results

Figure 2 presents the common weaknesses and threats the participants have amongst them based on their own personal SWOT analysis. 10 participants have admitted that they have issues with time management/ procrastination. Ten (10) other participants have also identified with being easily distracted as one of their weaknesses. Moreover, eight (8) participants have stated that they have trouble with self-confidence, seven (7) participants admitted that they're indecisive, five (5) participants have agreed that laziness being their weakness, nine (9) of them have recognized self-doubt to be an area of weakness, six (6) participants have motivational issues and lastly, six (6) participants have problems overthinking. When ranked, time management/ procrastination and being easily distracted turns out to be the weakness that students identify with the most and the second one being self-doubt.

Based on the results of the 11 qualities of an effective manager and the personal SWOT analysis, we can say that the 5 key challenges emerging professionals are facing include:

a.   Relevant Professional Knowledge

Relevant professional knowledge is the factor concerned with technical skills and information. In this case, we pertain to the skills and knowledge related to the field of business. These are required in order to make wise managerial and leadership decisions in the workplace.

Being that the population interviewed all derive from the same educational institution in Abu Dhabi, a centre that specializes in business studies, this result implies that most students are conflicted with the course that they are currently taking. Based on our interviews, most participants mentioned that the reason they were taking up business in their foundation year was due to the circumstance that the school provides.

- It allows students to take up 2 years of senior high school in under 1 year;
- Students get to reside with their family; and
- It is more financially economical from a practical standpoint.

Because of this, participants feel like they were forced to pursue a course they aren't passionate about in the first place. Most of them have other courses in mind that they've wanted as a potential career path but have settled for business studies for the meanwhile. Therefore, there is serious lack of career foresight among emerging professionals.

b.   Analytical, Problem Solving and Decision Making

This quality pertains to the level of judgment and intuition a person has, such as the ability to handle ambiguity and uncertainty as well as the ability to balance objective logic and subjective feelings when making decisions. With analytical, problem solving and decision-making skills being one of the 5 key challenges, the findings insinuate that emerging leaders or professionals are riddled with indecisiveness which may be due to the overwhelming amount of major life decisions they face at this stage in their life. Most emerging leaders fear the consequences of their decisions and not making the best choice the first time because they are too keen on over-analyzing everything. In the end, this results in poor leadership skills and exacerbates confusion.

c.   Self Confidence (Self-Doubt)

Most individuals do not take it upon themselves that they can take on difficult challenges or new opportunities. Factors such as insecurities, being uncertain, fear of the unknown, and thinking of failure decrease the level of confidence an individual has. We noted that most millenials have a mindset that they could not take new challenges because they are not capable of handling the responsibilities that come along with it or that they do not have what it takes to take up the opportunity; aspects such as "comparing yourself to someone else" makes a person mentally believe that someone else could do a better job than they could ever achieve.

They experience self-doubt when they do not know how situations are going to turn out; individuals tend to keep themselves in their "safe zone" where they know they could not experience any type of failure. Psychologically, they evaluate the opportunity as something that could "Make or Break" them; not knowing what the end result would provide, can be terrifying and cause doubting.

d.   Time Management

Emerging professionals find that they cannot manage their time wisely; there is always a little excuse on why people do not follow what they planned out. Most emerging professionals leave things to the last moment to complete certain tasks; either because they make excuses that the duty is simple to accomplish and leave it out to the last moment, or because they believe that they simply cannot be bothered at the moment due to their idleness. Without sticking to their planned activities this causes procrastination and individuals would rush just to finish their obligations. Time management reduces the possibility of people having to rush duties just to get it done on time.

e.   Being Easily Distracted

Rock (2009) believes that distraction is caused by two things, the amount of information we now process, which our brain may not be used to, and, new technologies. As a result, attention has become a limited resource. These distractions use up most of our attention span each day making us less effective when we need to do work that requires deeper thinking such as self-control and decision making, hence making distractions not only frustrating but also exhausting.

Key Insights for Emerging and Existing Leaders
Emerging leaders should *Step Out of their Comfort Zone* and take opportunities that come their way. This ensures that future leaders develop themselves to gain insight into a new environment. This transition would make leaders understand that fear should not be in between them and their vision. That by taking chances not only would their experience increase but also their self-confidence.

Identify your *Strengths, Weakness, Opportunity, and Threats*; the individual needs to work on developing their weakness and removing all kinds of threats. People should not only focus on working in their strengths but also improve their weakness so that they could excel in all aspects. Weaknesses and threats are important to identify and analyze so that leaders will have possible back up plan to avert issues.

Leaders should not be afraid and should *Stand with Confidence*. An emerging leader should be able to communicate confidently and not fear any circumstances that come their way. Communicating confidently and clearly would make others motivated listen to what the leader is saying.

Enhancing career foresight is essential for emerging leaders to be effective. This should be coupled with networking with existing professionals.

CONCLUSION

The study showed that the dynamic business environment has significant impacts on leadership; hence the necessity of coaching programs to prepare future leaders for change. The leadership competencies are changing as a result of increased access to information, workforce mobility and interconnectedness, and more indelible communication (Avolio et al., 2003). Leadership coaching programs should focus on justice and fairness in the distribution of resources and adoption of a systems perspective that takes into consideration the resulting interdependencies.

Emerging leaders need a number of practical skills such as comprehension skills, critical thinking, communication, and technology skills (Trilling and Fadel, 2009). Due to emerging technologies emerging leaders should build on-line skills for collaboration, communication, leadership, social relationships and cultural skills (Trilling and Fadel, 2009).

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Contemporary organizations have peculiar traits, which require specific competencies that can only be enhanced through coaching. The uniqueness of 21st century organizations has led existing leaders to be involved in relentless innovation. It is increasingly important for young professionals to clearly understand their problems and charter lasting solutions.

Coaching assists in building emerging leaders to achieve qualities of becoming the greatest leaders. It looks into personal key aspects that are needed in day-to-day life as a leader; an assessment is needed to understand what an emerging leader needs to build. A general assessment of the qualities an individual has and a personal SWOT analysis is used to look into the internal character of a person, and what they need to enhance on.

Although the findings show that emerging leaders face a lot of challenges in the context of the assessment and analysis, we believe that the more they work on these areas of weakness; they are one step closer to achieving their full potential as great leaders. Coaching is therefore a strategic imperative for building high performance individuals and organizations.

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STRATEGIC LEADERSHIP

IN ORGANIZATION DEVELOPMENT

Tabani Nbedele

ABSTRACT

The need for strategic thinking and strategic leadership in organization development and economic transformation cannot be overemphasized. Organizational effectiveness is a product of renewed thinking among those at the higher echelons of an organization. The building of successful organizations requires that organizations identify and focus on factors critical to all its stakeholders, and fosters judicious and strategic use of organizational resources (Chinoperekweyi, 2019). This descriptive study focuses on the recognition that strategic leadership is fundamental to organization development. This is primarily because through strategic leadership, organizations will enhance contextual intelligence and as such ensure effective use of resources. The article is predominantly explanatory based on the researchers' applied engagement and a review of literature on strategic leadership and organization development.

Keywords: *Strategic Leadership, Organization Development, Leaders*

INTRODUCTION

Strategic leadership is a critical element in 21st century organization development and leadership. In order to achieve better and sound strategic changes results there is need to recognize strategic leadership practices and methods as integral part in organization development. Effective strategic leadership is critical in a firm's decision making to achieve short-term objectives and long-term goals in volatile and dynamic business environment. In developing economies such as Zimbabwe, Small and Medium Enterprises (SMEs) are the engine of economic growth and development. Most companies, particularly SMEs are failing to reach full capacity utilization potential and enjoy economies of scale due to lack of strategic leadership practices. Some of the challenges faced by SMEs globally include stiff competition, limited financial resources, human capital, technology and the inability of the top leaders to make effective strategic decisions. In addition, both private and public companies are also not spared from the challenge of strategic thinking and renewal hence the need to embrace strategic leadership methods to ensure survival and long-term sustainability of businesses.

The purpose of this explanatory article is to provide insight on the role of strategic leadership in driving organization development outcomes. The article focuses on leaders' characteristics and abilities in order to determine response strategies to enhance essential leadership qualities among those entrusted with strategic thinking and strategic leadership responsibilities.

LITERATURE REVIEW

Kjelin (2009) define strategic leadership as a managerial capability of a firm anticipate, predict, keep flexibility, and endow followers to generate strategic change and a feasible future of the firm. However, it is the duty of top management to keep on reinventing motives for the organization's sustained presence. Strategic leaders must have the ability to focus on the firm's operational activities and at the same time monitor the changes that affect the business both internally and externally. Both internal and external changes pose a serious threat to enterprises current and future existence and hampers growth aspect. According to Finkelstein et al., (2009) organizational performance and success rely on its leaders.

Most companies are bound to collapse if those entrusted with the strategic oversight role aches from flaws such as inability to share and communicate the vision and goals to their followers; failure to monitor and recognize internal and external threats; misjudging their managerial and organisational capabilities to manage the business' external environment and undermining impediments that have occurred in the past. This confirms the significance of contextual intelligence through hindsight, insight, and foresight. These strategic aspects drive organization development interventions based on the adoption of strategic leadership.

Kirimi and Minja (2010) stated that strategic leadership practices are important because they shape the formation of strategic intent which influences successful strategic practices in an organization. Ireland and Hitt (2005) had mentioned that strategic leaders are important because they create and define organizational genome; that is, organizational meaning and purpose. Strategic leadership practices enable organizational leaders to influence followers to contribute effectively to the accomplishment of organizational goals and objectives (Obiwuru et al., 2011).

Characteristics of Strategic Leaders

Literature covers numerous models of leadership. This article seeks to elaborate on strategic leadership in the context of organization development. Effective and successful strategic leader possesses unique characteristics such as cognitive ability, ability to focus on the big picture, interpersonal relations, propensity to act and risk taking. Strategic leadership practices include determining strategic direction, exploring and maintaining unique core competencies, developing human capital, sustaining an effective organizational culture, emphasizing ethical practices and establishing balanced strategic controls (Jooste and Fourie, 2010). Kirimi and Minja (2010) states that most corporate failures emanate from the lack of strategic leadership practice which results from the leaders' failure to communicate in compelling ways the organizations' vision to its followers, not being able to convince followers to be passionate about their roles and also failing to make employees loyal to the organizations' vision. Therefore, strategic leadership advances the notion of Organizational Citizenship Behaviour (OCB).

Competitive and dynamic markets demand strategic leaders who are pro-active to ensure full participation and alignment of all organizational members from initial stage up to execution so as to realize maximum cooperation and coordination amongst fellow members. Alignment enables greater results to be obtained as everyone get convinced that their contribution makes a greater difference to organisational success. It is therefore important to note that top leaders have positive role to play in organization development agenda through implementing a clearer vision that activates, energizes, promotes and foster open communication on strategic changes issue.

To support organization development concepts, strategic leadership relies on participative approaches to drive organizational and team performance. Employee involvement boosts morale and motivation hence greater results and increased productivity.

This strategic leadership ability creates excitement among followers as it values uniqueness and diversity. Moreover, this strategic leader ability reduces the knowledge gap between management and subordinates resulting in successful change initiatives.

Wanasika (2008) noted that essential strategic leader characteristics are important to effectively manage globalization and steer the organization towards better strategic focus with respect to environmental turbulence. He further noted that essential strategic leader characteristics are future orientation, propensity to take action, propensity to take risks, and absorptive capacity. These characteristics are fundamental to sustaining organization development initiatives.

Six Distinct Abilities of Strategic Leaders

Schoemaker et al., (2013) identified six distinct abilities of strategic leaders that are important in organisation development. He argued that these strategic capabilities characteristics are the cornerstone of successful business change initiatives.

Anticipating Ability

Schoemaker et al., (2013) define anticipating ability as the ability to evaluate and respond positively to signals from the firm's struggling operating business environment against competitors. This ability entails strategic leaders to take precautionary measures and put in place mechanisms to safeguard business assets against worst scenarios.

Challenging Ability

This ability refers to thinking creatively and finding creative solutions for problem solving. This ability calls strategic leaders to be strategic thinkers thus be innovative and proffer new ideas to steer organizational changes in an orderly and fashioned manner. Strategic leaders must adopt business intelligence methods to solve enterprises problems.

Interpreting Ability

Strategic leaders must have data analytical skills in developing hypotheses about dynamic environmental conditions. Data about micro and macro environment must be easily analysed and presented in simpler format. It allows all organizational members to easily grasp business concepts and ideas.

Deciding Ability

This ability refers to generating and evaluating excess options for forming organization's strategies and designing its future. Crucial decisions must be made and as such it is essential to ensure the use of methods of optimal solutions and effective organization development tools & techniques. Decisions must be made from an informed position; hence strategic leaders must guard against the increasing peril of no-information, misinformation, and rose-coloured information.

Aligning Ability

This ability refers to motivating employees around the strategic vision and values. A stakeholder perspective should be adopted in seeking to align organizational elements. Aligning ability is founded on Chaos Theory and as such models as the Star Model and the Pyramid of Influence should enhance this ability.

Learning Ability

Learning ability refers to knowledge acquisition and application from the external and internal environment. Strategic leaders should cultivate and nurture a learning based organisation. Employees should be given assistance by organisation to develop themselves through career development programs, in-house trainings, conducting workshops at workplaces and attending higher learning institutions professional courses.

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Strategic leadership techniques should not only create a competitive edge for the business, but it should also generate an environment within the firm's culture that permeates all stakeholders. The integration of strategic thinking and the decision making process are regarded as powerful tools to counter and deal with uncertainty in organisational change development phases. In modern competitive markets strategic leaders should act as strategic thinkers hence providing a competitive edge to their organizations.

The 21st century organizations depend heavily on the positive effect strategic leadership has on creating and sustaining competitiveness. The highly competitive nature of the global economy combined with the requirements of the modern competitive landscape make it a necessity for organizations that top executives be more insightful in determining and executing corporate strategies. Top management must prepare and adapt to the fast-changing business environment and organizational and individual efforts must be channeled and marshaled towards organization development (OD) activities. The choice of OD is necessary because it focuses on managing planned and emergent change.

ESSENTIAL INSIGHTS

The importance of competent leadership for planning and implementing a significant organization change effort cannot be over-emphasized. As individual predestination is determined by his DNA, so, the predestination of every organisation is contingent on its genetic code for growth and survival (Glaser, 2006). Based on the review of literature and specifically the identification of essential strategic leaders' abilities, this article proposes the following aspects as fundamental to driving organizational effectiveness:
- Strategic leaders should be deeply involved in organizational analysis in order to understanding emerging trends and corporate challenges. This requires macro, meso, and micro analysis.
- Strategic leaders need to ensure systems thinking and circular vision in order to manage change and ensure organizational agility.
- Business Intelligence (BI) tools and techniques should be adopted in order to enhance decision making.
- Creative Problem Solving should be top priority for strategic leaders.

CONCLUSION

Presently the global business environment is more complex, challenging, and filled with competitive threats and opportunities for firms. Survival and growth of organisations depend heavily on effective leadership practices. Hitt and Ireland (2002) argued, that it is through strategic leadership practices that helps firms to enhance performance at the same bringing desired change in the turbulent business environment. Ireland and Hitt (1999) believed that without strategic leadership, the probability that an organization can achieve superior or even satisfactory performance when confronting the challenges of the global economy will be greatly reduced. An understanding of strategic leaders' characteristics and abilities is fundamental to ensuring effective organization development initiatives.

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APPRECIATIVE LEADERSHIP

AND ITS IMPORTANCE IN ORGANIZATION DEVELOPMENT (OD) - APPLICATION TO UZBEKISTAN

Azimjon Abdirakhmonov

ABSTRACT

This article is informed by my studies on Organization Leadership and Development. I enrolled for this professional certification program in 2018 after my engagement with Dr. Justine Chinoperekweyi, who happens to be the 'Director: Academics and Programs' at Centre for Organization Leadership and Development (COLD). The theory and practice of organization leadership and development are essential in enhancing entrepreneurship and the cultivation of essential leadership skills. The study of Organization Leadership and Development gives insight on how to create and effectively control businesses. This article submits that OD tools and techniques are fundamental to organizational effectiveness. The main purpose of this article is to explore the meaning and role of Appreciative Leadership in organization development within the Uzbekistan context. This article relied on primary and secondary information. Primary information is derived straight from the original source through questionnaires and interviews. Secondary information refers to information that has been interpreted by somebody other than the current researcher. The sources of secondary data used for this article include journals, books, websites, and other publications. Secondary information can be in any format, including written, visual, electronic or oral. It remains unchanged, for example autobiographies and diaries.

Keywords: *Appreciative Leadership, Appreciative Inquiry, Uzbekistan, Organization Development*

INTRODUCTION

The concept of Appreciative Leadership is informed by Appreciative Inquiry. Appreciative Inquiry is a strength-based approach to organization change that has been used successfully in small and large change projects by hundreds of organizations worldwide. Empirical literature asserts that Appreciative Leadership encompass the relational capacity to mobilize creative potential and turn it into positive power – to set in motion positive ripples of confidence, energy, enthusiasm, and performance – to make a positive difference in the world. Appreciative Leadership seeks for the positive in people, work groups, organizations, and even economies. This is fundamentally important to ensure organizational innovation and transformation. Appreciative Leadership is a relational process, enabling people to come together and collaboratively make things happen. Appreciative Leadership strategies and practices harness the positive potential of people, work groups and organizations, turning it into positive power.

Appreciative Inquiry is a theory and practice of inquiry and change that shifts the perspective of organization development methods by suggesting that the very act of asking generative questions has profound impact in organizational systems. It is essential to understand that Inquiry and change are not separate actions or moments. Our questions focus our attention on what needs to be noticed. The reforms that the Uzbekistan government is pursuing demand Appreciative Inquiry methodologies and Appreciative Leadership strategies.

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These methodologies and strategies should be incorporated in the strategic and operational roadmaps of every organization as a way to facilitate sustainable development.

At institutional level, Appreciative Inquiry can get OD Consultants much better results than seeking out and solving problems. That's an interesting concept for Uzbekistan organizations and the economy. In OD practice, it is important to troubleshoot everything before embarking on seeking solutions. Solutions should be implemented from an objectively informed position. Organizations need to invest enormous resources on seeking possibilities and correcting problems that have impact on overall performance than dwelling on problems. When used continually and over a long period of time, Appreciative Leadership can lead to positive or high performance culture. There is a detrimental effect of combining a negative culture and a problem-orientation mindset. By combining a negative culture with all the challenges we face today, it could be easy to convince ourselves that we have too many problems to overcome and to slip into a paralyzing sense of hopelessness.

The Appreciative Inquiry and Appreciative Leadership viewpoints are relevant to Uzbekistan's sustainable development theme because nowadays a number of construction projects in Uzbek are being undertaken by the foreign investors. Reports indicate that Uzbekistan and Kazakhstan are pursuing greater foreign investments in order to maintain economic stability. These projects require Appreciative Leadership in order to ensure sustainable results. Appreciative development should therefore be adopted in Uzbekistan in order to ensure systematic progression of the Uzbek economy. Most foreign investors in Uzbekistan are attracted by the favourable government policies and investment conditions. Uzbekistan is also pursuing political reforms that should be buttressed by Appreciative Leadership concepts.

The leadership and organization development programs in Uzbekistan provide many of the training and consultancy because the country is trying to create and make best quality products/services and business conditions. One appreciative characteristic of Government of Uzbekistan is that it listens to its people's ideas and is committed to implement any interventions based on the participative and experiential approach. Overall, the government values its people and collaboratively works with its people and other key stakeholders to stabilize and improve the economy.

This article submits that Appreciative Leadership is essential to economic transformation in Uzbekistan and in other economies. A cursory review of extant literature indicates that Appreciative Leadership refers to a set of practices that turn human potential into positive performance. It is a positive, strength-based approach to human performance, collaboration, and change management. It represents a shift from individualistic and deficit-based leadership processes to relational and dialogical leadership processes. It puts forth a fully affirmative way of working and leading based on the ideas that positive processes get positive results. In essence, Appreciative Leadership draws on positive power to discover, learn from, and build upon the best in people and situations, and to make a positive difference in the world.

The Uzbekistan Development Trajectory: An Overview

Uzbekistan is one country that is striving to build a prosperous and democratic state. Uzbekistan is located Center of Middle Asia, and borders with all the states of region and is a great transit position between Europe and Western Asia. The current governmental programs that are aimed at supporting economic transformation include: Free Industrial Economic Zones "Navoi", "Angren", "Jizzakh". In 2007, Uzbekistan adopted a large-scale liberalization of the monetary policy. The Uzbekistan economy launched a Program for the development of textile industry until 2020. This program involves the implementation of tax and tariff privileges for all textile industry firms.

More than 50 new types of industrial products utilized by enterprises are included in the Program of localization of production of finished products, components and materials since 2015. An Investment Program which encompassed the implementation of 100 major industrial projects with a total value of $ 3.7 billion has been recently completed. The Program of reducing the energy intensity, the introduction of energy saving technologies in the fields of economy and social sphere was initiated as a five-year plan from 2015 – 2019. This program has led to the achievement of a reduction in the cost of manufactured products in large enterprises by an average of 9.4%. The Uzbekistan government has proposed to establish four pharmaceutical industrial zones. The special tax and customs privileges will apply on other sectors depending on the amount of investment. To ensure these programmes bear fruits, the Uzbekistan government is extensively fighting corruption; and putting human rights, justice, and rule of law as the top agenda.

As briefly highlighted in the preceding sections, the Uzbekistan government decided huge plans during 2017-2021 years. The action of that plan is named "Development Strategy". The Development Strategy covers all the big plans which should be implemented within Uzbekistan in order to ensure improved sectoral performance; especially in tourism, agricultural, educational and pharmaceutical. The Uzbekistan's Development Strategy has approved Uzbekistan's Five-Area Development Strategy for 2017-2021 which was developed following comprehensive study of topical issues, analysis of the current legislation, law enforcement practices, the best international practices, and following public discussion. The rigorous process that was undertaken to develop this plan is the foundation of Appreciative Leadership.

It is stated that the timely and effective implementation of the Development Strategy shall be the top priority of all government bodies and their officials. In the decree, the state bodies and entities, responsible for the implementation of measures envisaged in a state program, have been instructed to pay particular attention to:
• improving the system of handling of letters from natural and legal persons, introducing of new effective tools and methods to establish an open dialogue with ordinary people, putting in practice of a system of reporting to the public, strengthening among the public the trust in authorities;
• inadmissibility of bureaucratic barriers and obstacles when handling of letters from natural and legal persons and inadmissibility of transforming the process of dialogue with ordinary people into "window-dressing;

These instructions are closely related to the principles and practices of Appreciative Leadership. The Strategy is to be implemented in five stages, each of which provides for approval of a separate annual State program in accordance with the set term. The successful implementation of this strategy requires the understanding and adoption of Appreciative Leadership strategies.

REVIEW OF LITERATURE

Five Strategies of Appreciative Leadership
Empirical literature on Appreciative Leadership and positive power, have identified five aspects of relational practice commonly referred to as the Five Strategies of Appreciative Leadership. Each of the Five Strategies meets a different need that people have for high performance. These strategies are evident in the developmental policies by the Uzbekistan government and as such are being adopted by most development focused organizations. The five aspects of relational practice (listed below) are essential to building confidence of the Uzbekistan population and ensure their commitment to organizational and national growth and development.

The Uzbekistan government and organizations should ensure people:
*   have a sense of belonging;
*   feel valued for what they have to contribute;
*   are enlightened regarding the growth trajectory of the organization or community;
*   know that excellence is expected and can be depended on;
*   know that they are contributing to the greater good of the Uzbekistan society and of humanity.

Certainly, Appreciative Leadership is more necessary in Uzbekistan because as above-mentioned investors and leaders of Uzbekistan are interested in creating new ideas across sectors. Uzbekistan has numerous empty economic zones and those zones are attractive to foreign investors.

Appreciative Leadership makes a positive difference individuals, societies, and nations. By discovering, magnifying and connecting life affirmative potential; Appreciative Leadership fosters the creation of social innovations in support of a better world. There are five essential practices of Appreciative Leadership that are highly congruent with successful participatory planning and as such support organization development in Uzbekistan firms, both local and foreign firms. These practices are inclusion, inquiry, illumination, inspiration and integrity. These 5I's of Appreciative Leadership are also paramount to the development of any organization and economy.

a)   **Inquiry** – this practice helps people know that an organization or government value them and their contributions. When people are asked to share their thoughts and feelings their stories of success or ideas for the future and they are sincerely listened to; motivation and commitment soars. This is the significance of building a democratic culture at organizational and national levels.

b)   **Illumination** – this helps people understand how they can best contribute. Through the practices of illumination organizations and economies can help people learn about their strengths and the strengths of others. This helps to give people confidence and encouragement to express themselves, take risks, and support others in working from their strengths.

c)   **Inclusion** – gives people a sense of belonging. When you practice inclusion, you open the door for collaboration and co-creation. This, in turn, creates an environment in which people feel they are a part of something bigger. When people feel part of something, they care for it.

d)   **Inspiration** – provides people with a sense of direction. By forging a vision and path forward, you give people hope and unleash energy. These are the foundations for transformation, innovation and sustainable high performance.

e)   **Integrity** – lets people know that they are expected to give their best for the great good, and that they can trust others to do the same. When you lead with integrity, people know they can depend on you to connect them to the whole. Upholding to the integrity example sets a standard for others to follow. This relates to the Uzbekistan government's fight against corruption and upholding justice.

Tools to Enhance Appreciative Leadership

Organizational Development practice is always evolving and in my view one of the most interesting recent developments in the field has been the evolution of dialogic OD (in contrast to the more conventional diagnostic approach). The main champions of the dialogic approach are Gervase Bush and Robert Marshak, authors of '*Dialogic Organization Development: The Theory and Practice of Transformational Change*'.

The *DialogicOD Website* has lots of really useful resources and I have found it to be an excellent starting point for exploring the subject. Dialogic approach encompasses the engagement of all key organizational stakeholders. In the case of Uzbekistan, it involves engaging the citizens and other supporting nations to ensure economic reforms bear fruits.

However, the dialogic and diagnostic approaches to OD have an important part to play in contemporary organization development practice. Hence, Uzbekistan businesses need to adopt theories of change for OD that embraces both dialogic and diagnostic OD. The challenge for OD Consultants is not so much a question of choosing the best approach for the circumstances or getting the balance right between diagnostic and dialogic OD. The real challenge is being alert to what each approach can bring to organisations and creating a dynamic interplay between them. Organizations should adopt an approach that is aligned to the national interest in order to ensure the effective process of economic co-creation.

Diagnostic Tools encompasses the methods OD Consultants need to get a clear understanding of the presenting issues and find out what is really going on. It provides various employee engagement and consultation tools to establish what staff think and feel about their current situation, and the way forward. Dialogic tools are conversation based and prioritize inquiry and observation. **OD Interventions** includes the activities to bring about innovation, improvement and change.

OD Evaluation Tools are essential in determining progress (performance measurement). The heart of OD is about evaluation, measuring to see if the intervention has made a difference. Organizations in Uzbekistan should understand how to complete performance evaluation, and how to evaluate the impact of a change initiative from an equality perspective.

To ensure effective Appreciative Leadership in Uzbekistan organizations and in any organizational setting, organizational members should embrace the following aspects:
• Challenge and refine thinking and understanding before taking action. This is supported by the adoption and implementation of different methods of optimal solutions and the dialogic and diagnostic tools. The effectiveness of this aspect relies on the availability of systems to track performance against expectations or benchmarks. Some of these may already exist and be extensively used, such as staff surveys, but it may also be necessary to develop measures specifically for the OD being undertaken. A good starting point for deciding on, and assessing the value of, any proposed performance measure is to revisit what has been stated as desired outcomes and success measures. If these do readily lend themselves to (existing or new) performance measures this may mean that they are not well enough defined, or that a less quantitative, but not necessarily less valuable, tracking measure may need to be developed.
• Organizations should encourage candid Staff Conversations (Goba, 2019). Part of working in OD is helping others to articulate their requirements, and a thorough discussion and record of vital issues. This often prompts further refinement, and creates more effective use of resources. It is important to record what is decided upon as this will focus the aim of the OD, and provide opportunity for review and reflection. The need to include a number of people in the discussions cannot be overemphasized.
• Before implementing of plans and strategies, organizations should plan and test the plans – a higher degree of thinking and planning in the earlier stages will improve implementation. Piloting is a helpful part of the testing and refining process, systems, and structure. Organizations can either gather data using internal or external resources of participants (expertise). It is essential to consider the merits and demerits of using internal or external expertise.
• For larger OD activities such as the construction projects in Uzbekistan, organizations should use project management techniques to manage the stakeholders and project. Ask what has been successful before and understand the factors that led to that success. Organizations can then seek to replicate and build on the critical success factors. Use or adapt what you already have, rather than 're-inventing the wheel'.

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• Feedback is essential in Appreciative Leadership and OD. Hold regular reviews of progress and act swiftly where matters go 'off-track'. Never plough on regardless in the face of significant problems - they are unlikely to go away and will need specific action to resolve. It is essential to always remember to celebrate successes – but never rest on your laurels or celebrate success too early or without understanding and buttressing the success points.
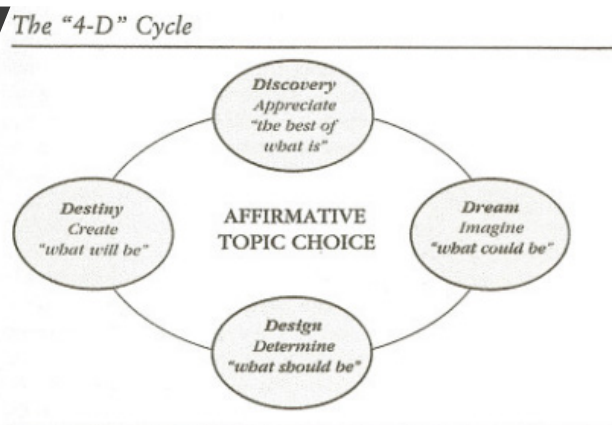
Appreciative Leadership is uniquely suited to answer the development needs of any organization or economy. Derived from the principles and practices of Appreciative Inquiry, Appreciative Leadership is a relational process for bringing out the best of people, organizations and communities. The purpose of this brief expository article is to introduce Appreciative Leadership as a viable model of leadership for participatory planning. Whether you turn to the dictionary or Wikipedia seeking to define of leadership, the most common definition is "a person or process that provides guidance and direction." Appreciative Leadership is therefore a process that is uniquely affirmative. As such it provides direction and guidance toward that which is most positive and life affirming. This article relies on the following definition of Appreciative Leadership as: "The capacity to engage others in discovering, magnifying, and connecting all that is good and healthy in people and the world around them in such a way that deepens relatedness, inspires transformational conversations, and mobilizes cooperative action toward life affirming social innovations." (Whitney and Ludema, n.d). This definition, if understood, is transformational to the Uzbekistan society.

Benefits of Appreciative Leadership

There are many reforms in Uzbekistan and most important attention is being given to our young generation; because Uzbekistan believes they have more opportunities and conditions than old generation. The assumption is that the younger generation has many abilities and speed of imagination. There are number of clever children in around the world mainly as a result of the advent of technology. The young generation in Uzbekistan is self-learning most of the things and more precisely they are motivated to advance economic growth across all sectors. In addition, the Uzbekistan government is giving more options even in educational system for instance, the "El-yurt umidi jamg'armasi". This organization provides young people in Uzbekistan with opportunities to study in abroad and the organization pay all payment of education. This facility is essential in enhancing the appreciative skills of the young generation in Uzbekistan through exposure to different educational systems and embracing diversity.

The practice of Appreciative Leadership inspires hope, enthusiasm, energy, commitment, and persistence among individuals, work groups, and society. Appreciative Leadership therefore helps the Uzbekistan young generation to enhance their knowledge, skills and application of knowledge in order to drive systematic growth and development at individual, organizational, and national level. The growth and development of organizations hinges on the extent of adopting Appreciative Leadership practices and principles.
To ensure sustainable growth in Uzbekistan the youths should be encouraged to reflect on the Appreciative Inquiry model as shown in the diagram below.

Figure 1 - The 4-D Cycle of Appreciative Inquiry

The 4-D cycle helps individuals, work groups, organizations, and societies to identify and leverage strengths rather than dwelling on weaknesses.

CONCLUSION

There is no doubt that the world is constantly changing due to a number of factors. Literature from scholarly and applied engagement confirms that approaches to leadership that served in the past do not address the needs of the present. Appreciative Leadership is the new concept of leadership that seeks to address the shortcomings of the earlier leadership models. Most economies, including Uzbekistan have crossed a threshold to a new era: one that demands a radical shift in leadership strategies and practices. It is true that only a few places on the planet are untouched by the "progress of the industrial age" and the dawning of the information age. The planet is wrapped in a web of airplane routes, satellite orbits, and telecommunication signals. This transformation from an industrial age to an electronic age brings us face to face with the reality of our interdependence.

With the help of technology, we have discovered, as if for the first time, something that has always been and will always be: we are all related. Acknowledging this interdependence leads us to profoundly shift what we wish for and expect from leadership. Success in the future will go to those who help us come into harmony, among ourselves and with the planet to those who help us to thrive as one global community. To meet this challenge, leadership in the 21st Century must be aware of and respond to trends currently defining the social milieu of organizations and communities. This is the space for Appreciative Leadership. Younger people expect different things from work, from community, and from leadership than the generations that preceded them. Today, people want to be engaged and heard. They want to be involved in decisions that affect them and to be acknowledged for a job well done. These are fundamental principles and practices that should inform society today.

The Figure below (adapted from Whitney and Trosten-Bloom) summarizes the forms of engagement of Appreciative Inquiry. These forms should be encouraged in Uzbekistan and other economies that seek sustainable and inclusive growth.

Figure 2 - AI Forms of Engagement

The forms of engagement help in strengthening relationships and produce quick results. This is essential to the development of Uzbekistan economy and organizations.

Forms of Engagement of Appreciative Inquiry

AI Summit: A large group of people (30–3,000) participate simultaneously in a three- to five-day AI 4-D process.

Whole-System 4-D Dialogue: All members of the organization and some stakeholders participate in an AI 4-D process. It takes place at multiple locations over an extended period of time.

Mass Mobilized Inquiry: Large numbers of interviews (thousands to millions), on a socially responsible topic, are conducted throughout a city, a community, or the world.

Core Group Inquiry: A small group of people select topics, craft questions, and conduct interviews.

Positive Change Network: Members of an organization are trained in AI and provided with resources to initiate projects and share materials, stories, and best practices.

Positive Change Consortium: Multiple organizations collaboratively engage in an AI 4-D process to explore and develop a common area of interest.

AI Learning Team: A small group of people with a specific project—an evaluation team, a process improvement team, a customer focus group, a benchmarking team, or a group of students—conduct an AI 4-D process.

Progressive AI Meetings: An organization, small group, or team goes through the AI 4-D process over the course of ten to twelve meetings that are each two to four hours long.

RESOURCES

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LEADERSHIP DEVELOPMENT

AUTHENTICITY - AUTHENTICITY IS OFTEN MISUNDERSTOOD

Nicole M. Heimann

The following statement from a successful leader, as part of a recent discussion prompted me to share this small excerpt of my book: "In our company, you can't be authentic or you will be eaten alive."

There's still a lot of unspoken fear around in corporations and it's important to be addressed.

"Authenticity is often misunderstood. Sometimes, I hear statements such as "well, I have emotional outbursts from time to time, and that's just me" or "people have to take me as I am". This is not an example of my understanding of authentic leadership.

Being "true" to the reactive part of one's personality, spirit or charact er, doesn't necessarily connect to being conscious, to one's own observer and being aware of one's impact.

Allowing yourself emotional outbursts without taking responsibility for your impact is not authentic leadership behavior. That is unconscious behavior. There is a big difference between the two.

Statements like the above create misconceptions that feed the fear of authenticity not being safe.

Being authentic means that you observe the fear in your inner world. It doesn't mean that you explain your fears to the world. It doesn't mean that you act it out. It doesn't mean that you allow your fear to lead you. Being authentic means that you notice it, you are aware of it, you work with it, and you choose how to deal with it, ensuring your actions are aligned with your intended impact."

Excerpt from the book "*How to develop the authentic leader in you*". In my book, I talk about the three fears that re-surface very often when it comes to authenticity: the fear of standing out of the crowd, the fear of vulnerability and the fear of spirituality.

The net income from the books is donated to the Bullens Heimann & Friends Foundation.

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