Nicole Power Organizational Behavior May 7, 2020 Final Paper

Now heading into the post-pandemic world, the leaders managing the companies and businesses that were able to survive through the economic uncertainties, and political crisis, will have to continue their efforts in social responsibility adapt to the changes. It is imperative for companies to serve the interests and needs of all stakeholders, fully representing their employees and partnerships, vendors, suppliers, and factory workers, in order to compete with today's market. Consumers are expressing their demands, challenging the typical standards of corporate America. placing value on those businesses and organization where they are benefited. Leaders have now been exposed to and learning how to respond to change in ways that have a direct impact on the decisions that affect the success of their organization. Old systems of practice, no longer comply with the standards of policy. It's imperative to promote the diversity and inclusion of the organization in order to effectively meet the needs of the people in order to make an impact on society. With the world on lockdown prior to 2021, employees have had time to think about their role and commitment toward their professional career and whether the organization they work for aligns with their personal goals they have for themselves. It is important for leaders to show empathy during this time of transition by providing tools and resources for employees, making sure they are being heard and valued from management. For some time now the working environment has looked guite different with many organizations deducing to have employs working remote/ hybrid schedule from home. With such flexibility in work locations, hours, and the way work is performed, leaders of management must learn how to stay connected with employees through digital transformation, while keeping them motivated, and connected even through their screens. Employees will appreciate leading management efforts to create a conscious culture that encourages all people to benefit and aspire in opportunities with the organization, not just special groups. Leaders of the organizations on all levels, from CEO to divisional managers, should be training and building relationships with employees in order to effectively communicate and share their social responsibility knowledge that will transpire throughout the company. Leaders today must be both proactive and compassionate towards the uncertain times that employees and the rest of the world are facing. While adapting the changes in which business will be run and effectively managing employees, leaders must encourage an innovative community where employees are empowered toward reaching their personal goals within the company's missions.

Leaders are competing within the global economy, therefore must demonstrate cultural intelligence by acknowledging and appreciating the cultural market while making those personal connections with its diverse stakeholders. Any organization's culture starts from the top down. Making it a priority from leaders within the organization to make personal connections with consumers will have a direct impact on productivity and reaching goals. According to a recent study by Pew Research Center, more than half of employed adults who say their job responsibilities can mostly be done from home (54%) say that, if they had a choice, they'd want to work from home all or most of the time when the coronavirus outbreak is over. With team meetings being held virtually communication between employees and management may be through means of quick messages in email conversations. Leaders in management will have to effectively manage how they will continue to both monitor and build that sense of communication with employees over the screen. "As leaders, we need to think about how we would communicate in person and understand how that translates via technology,' says Dr Miriam Moeller." (The University of Queensland Australia, Business School) It's necessary for management to educate and train employees in online behavior such as time management, roles and responsibilities, and how to avoid cyber-ostracism, whereby a person is excluded from virtual communications, such as group emails or chat. Leaders of the group should not only be setting a good example of promoting a conscious culture but also reminding employees about the prohibition of any discriminating, harassing comments or racist behavior, leading to termination. Employees want to feel valued within their organization for their contributions and work efforts, as well as inspired to share their voice, even in the online space. That being said, management should not only be listening to all employees but as well as asking for their feedback and input. Leaders creating a conscious culture involves being proactive about diversity and inclusion and possibly having those challenging conversations that are imperative towards employee engagement and satisfaction in the workforce. Employees will need the support and encouragement from the leader of the organization to feel connected and empowered toward the organization's goals. By effectively managing diversity and inclusion within the organization you are enabling people to perform up to their maximum potential which will increase opportunities and overall benefit the company.

What makes an impact in today's culture is not only about what you do as a leader, but also about who you are and how you think. Leaders should be encouraging others to represent themselves, their amazing qualities and attributes, as well as being open about their experiences within the community. It's important for employees to feel supported throughout the challenges they may be facing. For instance, when balancing their work life schedules, while working from home. "Wellbeing is a global movement that is being recognised at the top levels of leadership." says Dr Lance Newey.(UQ, Australia) Leaders should be finding ways to create an open communication where

employees can discuss with each other the challenges or concerns they are going through. Promoting employees to problem solve and rely on each other will help build trust throughout the organization. Management should also be respecting people's work life balance in that we all have personal values that represent the things with meaning to us in life. Leaders may have to become a lot more flexible in their requirements and typical ways of working to ensure employees are not work overloaded. Leaders must demonstrate supportive teaching techniques that have a positive effect on the self esteem of others while reducing work related stress. Stress can cause for phycological, behavioral, cognitive, and physical health consequences if not handled effectively. Leaders must be reaching out to employees frequently to ensure that they are able to perform their best and implement actions that will encourage the team as a whole. Management's increased empathy towards employees will not only benefit their overall interaction and attitudes with their work life, but increase employee engagement and productivity in the organization.

Creating a work environment that demonstrates a more horizontal organizational structure will allow for fair communication from all levels of the organization. This engagement from employees will help build a sense of community and learn how to work with one another more efficiently. Forbes can agree in this static, that "Employees who feel their voice is heard are 4.6 times more likely to feel empowered to perform their best work." (Beheshti) Employees want to be more just recognized for their work efforts and meeting such goals, but being involved in the decision making process in which social impact plays a huge role in their satisfaction. Beheshti from Forbes Women says, "Recognition and feedback are important but not enough. Today's collaborativelyminded employee expects communication to be a two-way street." Such feedback from employees provides management with a perspective that is crucial when looking for ways to improve productivity or getting opinions on a new method of receiving information. When organizations run into such conflicts, the early leaders in change management can organize an effective plan for the entire organization, and the greater the project's overall chances of success. Managers' overall attitude toward the conflict being presented or acknowledged will have either a positive or negative emotional impact on the organization at large. With the pandemic lockdown and other limitations, a leader's positive approach toward the controlled conflict should bring to employees more opportunities rather than unfavorable circumstances. Leaders finding ways to build up their sense of community and togetherness through times of challenge or defeat, could completely save a company from not being profitable. Hierarchy leaders are accountable and responsible for the company's success or failures even when having such collaboration teams. Employees should feel they can trust management decision making and to handle conflict when necessary rather shoving it under the rug. Nobody likes conflict in a professional setting, but it can be a way of learning more about what is not working and discovering how to get there. Avoiding conflict will only

lead to the issue becoming unresolved and escalating throughout the work environment. Yet some people avoid conflict because of many reasons like fear of rejection, loss of friendship, anger, getting what you want, which will hinder the organization's performance. Employees will not only need to be informed from leaders on how the situation will be handled but be assured that leaders anticipate on expanding their mindset as well as developing a more strategic approach toward creating a balanced work environment. Effective leaders in management will implement planned behavior in their effective strategies towards organization success when facing challenges within the organization.

The ways in which management are obtaining such committed employees who work hard to meet and exceed their goals within the organization is influenced through the Pygmalion effect (and Gal effect) in leaders, valuing the *power of expectations*. As J. Sterling Livingston described it in 1988 in his article contributing to the Harvard Business Review, as "the ways in which managers treat their subordinates is subtly influenced by what they expect of them." Much as leaders reveal these expectations consciously or unconsciously when they communicate, people in response will perform in ways that are consistent with the expectations they have picked up on from leadership in the group. If management expresses positive thoughts and beliefs in every employee's ability to make a positive contribution in the workplace, it will undoubtedly have useful effects on employee overall performance. Part of being an exceptional leader within an organization involves providing employees with that sense of motivation toward their overall personal goals and values for themselves. Tracing from its roots in greek mythology Pygmalion and Galatea, leaders today implement the galatea effect in the way they communicate the possibility of achievement by valuing how our thoughts influence our capability to achieve a certain objective. If an employee thinks they can succeed, they will likely succeed. An individual's increased self-efficiency will ultimately lead them to behave and perform in such a way that aligns with their high expectations of themselves. A Leader's role in management is to take action that will increase the employee's feelings of positive self-worth to help motivate and improve employee's performance. Douglas Mcgregor's Theory Y approach to the assumptions about human motivation, suggests that people are naturally motivated by their work and prefer to be self-motivated rather than told exactly what to do and how to do it. Leaders in management can influence employees to feel self- motivated through the information they provide on a day to day basis, through the organization culture, content of training programs, as well as reward incentives.

In order to keep employees excited and driven towards the organization mission, leaders must create the space for connections to be made among cross-functional team members in order to build trust among the diverse array of backgrounds and perspectives. This open line communication across all divisions will allows for employees to want to live up to their peers standards and put their honest time, and

energy into their work. Especially in cases where employees may be feeling left out of company decisions while working remote from home, it is important for them to feel informed and educated about how they will perform their work moving forward. Therefore, it's imperative for leaders in management to explain the rationale behind some of their decisions to employees, to ensure that their perspectives are taken into account and make any necessary changes. Allowing employees to participate in making decisions, and appeal decisions, will have great impact in not only their engagement but as well as customer satisfaction. The exchange of ideas and innovative strategies on all levels of the organization will enhance corporate growth and profits by coming together as one community to implement the organization goals and motivations. It must involve more than just management implementing these innovated practices in ways that benefit not only consumers but those who create and make the organization what it is and could be. For instance, a team could learn and develop a new way of thinking that is more effective to their market and will help them to be more successful through this diversity and acceptance.

A year has gone by since the more recent events from the natural disasters of early 2020 to the pandemic, and social crisis around the world happening today. Even after lockdown procedures, a surge in the amount of employees working remotely from home means leaders in management will have to rethink how they will adapt to these changes in order to increase overall engagement from employees even with virtual meetings. With this global outbreak of uncertainty, leaders must continue to lead their organization with convection in order to influence employees and create such an innovative community. Leaders need to become more comfortable with the idea that they're not always going to have clear answers to provide, that they won't always be able to project certainty alone. It's important for leaders in management to build relationships with employees and ask for their opinions before making changes in which they will have to abide and follow. Communicating a plan early and often with staff will allow employees to participate in the decision making process in order to eliminate any problems happening or potential risks. This open dialogue will encourage employees creativity and innovative ideas to create Sustainable changes that will be necessary for the organization moving forward.

Leaders in change management must be clear on their purpose and demonstrate that in an effective way to employees. That being said leaders should be challenging employees to meet expectations as well as develop their own self of self worth within the company. Encouraging employees to an understanding and purpose in their work will bring a level of focus, commitment and energy to ignite the team forward. Effective leaders in this position may bring opportunities to employees which will empower them to reach their ultimate potentials. After meeting a checkpoint or milestone for the organization, Managing leaders should find ways to have fun in the work environment or even outside the work environment as much as time and productivity allows for. In order to prevent burnout from stressful changes and long working hours, leaders should implement strategies to bring the group together to promote new ways of thinking. Building an Innovative community with diverse backgrounds and comparing perspectives allows organization to adapt to their environment and surrounding. Leaders in management who work proactively to utilize and take action towards motivating their employees will be able to succeed in the years to come. Citations:

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