

Excellent Managers-ready to enter the fourth wave of change

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Accepted : June, 2010

ABSTRACT

Increasingly the world is realizing that there is a big global connect which makes it almost impossible for businesses to be completely isolated. Management styles of the future therefore have to redefine the basics (popularly known as PODSCORB). Exceptional managers need both self-awareness and the capacity to reflect. They need intuition and insight about their values and experiences, and the capacity to work with the complex information with which they are daily presented. It all depends upon how they may promote clear thinking and intelligent decision-making on the basis of systematically acquired and ordered information—what we call cognitive competence. This paper highlights the issues relating to Fourth wave of change likely to hit the corporate world by analyzing the views of thinkers. Change management strategy for efficient handling of challenges arising out of this wave call for pre-planned policy decision at all managerial levels. The major decisions about the future taken at the top of the organization will be resulting in significant one-off changes to direction or structure. In a positive sense, therefore, incremental change looks like sensible adaptation to the opportunities arising from a continuously changing environment.

Key words : Change, Fourth wave, Management styles, Modern manager, Continuous learning

The management of this century demands development and utilization of people organized to employ their individual creative talents to the maximum, with an environment of continuous and dynamic change. So, though difficult, it is necessary to anticipate changes in future problems of managers. Why it is so hard for managers to develop themselves as true professionals? In fact, most of the managers are inherently smart people. They understand that talent acquisition requires investments in people and formal processes and systems. Yet, very few managers are able to take right kind of decisions. Though they are good at recognizing the need for broad capability, they often neglect to sharpen their requirements.

Objectives of the study:

The last decade has been one of the monumental changes. The way people live and work changed beyond recognition. This paper is basically to find answer to the following questions:

- In the coming decade, will young managers be alert to deal with the challenges posed and opportunities offered?
- What are the essential critical thinking skills which are typically relevant to management positions, including the ability to make smart business decisions, analyze and

solve situational problems, monitor a budget and supervise and communicate effectively with others?

- What are the challenges that managers face both in their own roles and in contributing to the wider economic wealth of the economy? Are there any past experiences they can learn from?
- Where is the evidence as to how they might do this, both strategically and in terms of their managerial roles?

In this paper the attempt is made to explore the questions through the lens of management as a liberal art, utilizing the writings of father of modern management, Peter F. Drucker and other renowned thinkers and successful corporate executives. The article reviews made by T George Harris (1993) and Laura Morgan Roberts, Gretchen Spreitzer, Jane Dutton, Robert Quinn, Emily Heaphy, and Brianna Barker on the writings of Peter F. Drucker (2005), Daniel Goleman *et al.* (2002) and Peters Robert (1982) talk about the importance of self- management in the world of work and emphasize the importance of understanding and leveraging your strengths.

Answers to what challenges are faced by modern managers and with what styles run along a long continuum. At the end, writings of Linda A. Hill (2008), the Wallace Brett Donham Professor of Business Administration at Harvard Business School is also reviewed to explain the position of a wise manager more clearly. Use of case citations of few corporate has helped in supporting the applicability of the issue in more clear

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