

---

## THE '4VS' APPROACH IN STRATEGIC HUMAN RESOURCES MANAGEMENT POST- COVID -19

**Mr. Supratim Chowdhury**

*HR and Management Professional, Researcher, Author, Social Activist, & Mentor*

### *Correspondence*

[supratimbubun@gmail.com](mailto:supratimbubun@gmail.com)

Website: <https://supratimchowdhury.wixsite.com/supratim-chowdhury>

### **ABSTRACT**

The effect of VUCA was enhancing and questioning the sustainability of business much before COVID -19 pandemic, but the VUCA effect has taken a high-leap grasping human mind due to anxiety of COVID -19 in drastic ways. It is becoming challenging for the business house for the efficient deployment of human intelligence in decision making in business process in this pandemic situation.

The '4Vs' approach is administered throughout the operational level in an organization. Expression of empathy among all levels of the hierarchy of the taskforce is the foundation of this '4Vs' approach and need of the hour. The proposed '4Vs' approach is a continual process and requires continuous support and initiative of top management for transforming organizational work environment to combat the economic setbacks.

It is peak time for top management's leadership to instigate and develop a candour relationship between its people and the redefined organization's vision. This approach addresses and dilutes the psychological distress of the workforce arising from the deadly COVID -19 pandemic. It uses cognitive behavioral re-structuring and use of higher consciousness of workforce.

'4Vs' approach is a strategic-compliance deliberation, that is developed based on '*Managerial Good Practices*' within the operational system of the organization. The study also confirms upon offering a pious work environment to every individual in the organization. Comprehending the detailed analysis of each 'V' of the '4Vs' approach, it is definite that the '4Vs' approach is human psychologically administered.

The uncertainty of COVID-19 is raising without any specific deadline, in this scenario it is

judicious to accept the new normalness and get our systems ready in parlance with COVID-19 management at the workplace.

The need of the hour is to enhance flexibility and adaptability to accept the conscious changes in life along with re-imagining and innovative ideas to restructure the business setbacks s due to the COVID -19 pandemic. Making the employee feel safe, at ease and imperative to the organization, which ought to be the prime concern of this strategic HR approach and ensuring combating-traits among people against the pandemic situation.

**KEYWORDS:**

*Work excellence, Managerial Good Practices, Dysfunctional conflicts, People management, Fellow-feelings, Fellow- compassion, Intrapreneurship, Collective trauma, Shared risk & Shared responsibilities.*

**INTRODUCTION:**

COVID -19 has not just changed the world but also changed the DNA of the workplace ecosystem in many ways. The leaders must change as well to lead effectively in this new era. If this pandemic experience has taught anything, it's that leadership matters and for many organizations facing decidedly fragile futures, it may matter now more than ever as the country tries to emerge from forced hibernation and rebuild a broken economy. Throughout this tragedy, it is witnessed certain leadership traits and approaches that may have made the difference between life and death.

COVID-19 is the greatest global event and challenge of two lives. As such, it is changing human attitudes and behaviors today and forcing organizations to respond. However, the need to respond will not end when the immediate threat of the virus finally receded. (*Carnevale, J. B., & Hatak, I. 2020*) in the future, we will return to normal in many aspects of life there is no doubt that many things will change, possibly forever. COVID-19 has altered the experience of being a customer, an employee, a citizen and a human.

What are changes in human way of thinking? How will that affect the way people design, communicate, build and execute the experiences that people need and want? The answers to these questions will be found in the way people react and in how individuals, families and social groups - all sources of creative innovation pirate new ways of life.

Human behavior has been critical shaping due to COVID-19 pandemic, and the actions of individuals, groups, nation, states and international bodies all have a role to play in curbing its spread. (Singh, M., 2020) the insights from behavioral, social and health sciences are and will continue to be invaluable throughout the course of the pandemic and also needs a restructuring to match the situation and restore tranquility in human life.

The effect of VUCA was enhancing and questioning the sustainability of business much before COVID -19 pandemic, but this VUCA effect has taken a high-leap grasping human mind due to anxieties of COVID -19 in drastic ways (Mack, O., & Khare, A. 2016). It is becoming challenging for the business house for the efficient deployment of human intelligence in decision making.

*Many people experiencing and intimidated by their uncertainty, of the current threat and potential threats. The social signals that surround people now, heighten their sense that we are at risk. There are discussions about the long-term impact on the economy and you have a real recipe for making people worry and scare individuals. Collected: APS Fellow Valerie Reyna, Cornell University, APS roundtable discussion*

*In ambiguous situations, people look for social cues from others. You say, “Well, if other people are doing it, maybe they know something about whether this is an acceptable risk.”*

*Collected: APS Fellow Baruch Bischoff, Carnegie Mellon University, quoted in The Atlantic*

This is a time of great uncertainty for employees in many organizations. COVID-19 is changing the way people work, and travel bans, downsizing of employment, telecommuting, and social distancing are becoming the new norms (Anthony Caputo 2020). In many organizations, these new ways of working raise questions and ambiguity due to lack of standard operating procedures and policies.

The broken supply chain and industrial recovery rate are very slow in pace; the world is undergoing lockdown and unlocking process simultaneously to create a balance of economy and reduction of COVID -19 cases. In such meshed up scenario preservation of the employees' intellectual capacity and transforming them with tenderness is most crucial and should be a prime concern of any organization to generate productivity and increasing the tempo of development. Without high morale, high productive desire it will be not easy to have re-imaging, re-focusing, restructuring of business system in parlance to the new-normalness of the COVID-19 scenario.

To make the workplace productive and retaining the employee's intellectual, the aim of the

organization should be to develop a new normal strategic approach to manage the productivity among the workforce though, it is expected to have an ambiguity to formulate full-proof strategy within a short time frame to address the new normal way of working.

The management's leadership in the organization has to develop at least a convinced approach that will bring down the employee stress level and make them slowly come out of the effect of VUCA impacts (negative psychic) arising from COVID -19. Making the employee feel safe, at ease and imperative to the organization. This ought to be the prime concern of the strategic HR approach in new normal scenario.

## **2. LITERATURE REVIEW:**

(*Silverman, 2020*) stated that, VUCA, which stands for volatility, uncertainty, complexity and ambiguity, was coined by the military in the 1990s to describe the changing geopolitical landscape in which they had to operate. VUCA now describes the environment that business leaders face during the war against the COVID-19 pandemic. In the VUCA world, business leadership skills are essential. He added, business leaders face unprecedented challenges as they navigate unfamiliar waters in this environment of instability, uncertainty, complexity and ambiguity. The way they do it can be the difference between surviving and failing in their business. They are facing an economic turmoil unprecedented in our history, caused by the decline in unemployment. He pointed, consumers will think twice before spending on unnecessary things, especially those who have lost their jobs. According to him, these are difficult times for companies now, but also an opportunity to discover new business models and strategies.

(*Worley CG, & Jules C. 2020*) argued that, *organizations* facing the realities of the COVID-19; the world is facing challenging and unprecedented demands: transferring talent, creating a remote workforce, building capacity, supporting struggling supply chains, contributing to humanitarian action, firing and retaining employees and planning to reopen in conditions of uncertainty or new normalness.

(*Andreux, 2020*) stated that, the current global health crisis of COVID-19 speaks for itself. From a business perspective, this new reality is fundamentally changing not only the way organizations do business, but also the way business leaders behave in the VUCA environment.

According to *Andrex*, Leaders are no longer satisfied with the skills and abilities that once required the development of their organization. This new VUCA reality in COVID-19 scenario requires business leaders to have more sophisticated strategic thinking and agility capabilities. He argued that the new guideline is the true differentiator of rapid growth in production / response

management strategy that drives time-based competition to create a competitive advantage in the COVID -19 VUCA world. He suggested that, a new VUCA reality is born and new VUCA leaders need to be developed with foresight, understanding, clarity, dexterity to resist instability, uncertainty, complexity and ambiguity. He concluded that, by promoting and rewarding agile leaders, companies will attract and retain the innovative and agile talent that businesses need. It will also provide companies with a competitive edge in our ever-changing and fast-growing market, which is the new reality for VUCA - the world we live in now.

*(Bell, 2020) discussed that, good communication is most important when face-to-face meetings are not possible due to social distancing mode of operation. We need to communicate to be not only good colleagues, but also good people. He pointed, sharing information means sharing correct information, not gossip or guesswork.*

Bell added, loneliness and isolation can be a real challenge for good mental health, especially for those who are not used to it, so maintain as many lines of communication as possible at work and outside.

*(Singh, 2020) the corona virus pandemic has placed an emphasis on the "interpersonal relationship" aspect of the human resources functions. In the face of the rapidly evolving health crisis, human resources has focused on providing essential information on safety protocols, hygiene practices, emergency numbers, hospital directory, quarantine and isolation guidelines, etc. Many organizations have doubled their efforts to help employees cope with stress by offering online courses that improve employee well-being and motivation.*

The author also stated that, employee safety has become a major concern, and human resources teams have begun to work with other departments to identify ways to ensure safety and social distance requirements in factories and facilities that continue to operate. Regular decontamination of rooms, offices, buses and settlements has become an important part of worker safety. Buying masks, hand cleaners and sanitizers was essential even as the market plummeted.

He argued that, corona virus crisis has helped to raise awareness of the value of human resources in maintaining employee engagement, motivation, safety and productivity. However, the concept of the WFH and the minimum staffing situation is likely to continue for some time. The precise nature of the virus and its transmission made clear that social distance would become the new normal for at least a year. The pandemic situation will affect workforce management practices such as recruitment, adaptation, training and development. He opined that, recruitment will focus on talent with top-performing tech savvy in a predominantly digital work environment. The process of recruiting new employees must evolve to become fully digitalized. Tutorials and skills will be reconfigured online.

(Carnevale, J. B., & Hatak, I. 2020), the authors argued that, although the long-term impacts of COVID-19 is currently unknown, there is no reason to believe that its impacts on an organization's workforce will be short-term. Not only is the impact of the current pandemic far from over, as health experts warn, but the risk of a health crisis of this magnitude is almost inevitable. They opined, we should develop a rational focus on the main crisis we are currently facing, which is not a single inconsistent event, but a "new reality". They added, the situation will offers new opportunities, for both institutional researchers and practitioners to remain vigilant.

(Mack, O., & Khare, A.(2016) said that, a framework for employability competency during new normal is proposed, followed by a toolkit that ensures we stay resilient to meet the variety of demands and the conditions expected during significant transformation times. This work opens a new line of research for empirical studies that would support employability and competency development planners in the coming decades.

### **3. METHODOLOGY:**

The scope of the study provides, strategic guidelines for addressing the physiological imbalance of the taskforce /workforce caused by increasing effect of the 'VUCA' due to the COVID -19 pandemic.

Reviewing the research papers and articles, it was found that no well perceived, compact, connective and integrative approach or tool has been so far developed which will aid the management of the organization to develop a suitable and effective strategy that will enhance work productivity of taskforce by overcoming the psychological unevenness by rising of 'VUCA' effect due to COVID-19 and thus leads to the research gap for this study.

The research question addressed in the study is; "To develop an integrated conceptual approach which would aid the management of the organization to develop effective strategy towards enhancement of work productivity of the taskforce in new normalness condition.

(Kumar, R. 2018) the research methodology used is "Descriptive & Explorative" type. It is a cross-sectional analytical study on the productivity of the taskforce of organization under COVID -19 situations. The research is primarily based on secondary data. The data collection uses a continual process of feedbacks from practicing HR personnel's, exchange of opinions with industrial experts at different forums, literature reviews, and inputs from past experiences in tackling workmen's productivity under critical situations.

The '4Vs' approach is a first-layer of the conceptual move and is at the initial introductory stage.

Quantification of the Impact of the ‘4Vs’ Approach in an organization cannot be obtained at this stage and is under surveillance.

The impact of the COVID -19 situation on organization and taskforce has been classified under Economic, Operational, Market and Psychology and the impacts due to COVID-19 are discussed in tabular format (**Ref: Table No – 0.1; COVID-19 Effect on Taskforce and Organization**) The outcomes of the '4Vs' approach have been discussed and analyzed in the discussion section of this study.

The ‘4Vs’ approach is diagrammatically represented (**Ref: Fig – 0.1, The ‘4Vs’ Approach In Strategic Human Resources Management**). The diagram rationally tries to depict the input to output process of ‘4Vs’ approach. The diagram explains the fundamental process of the ‘4Vs’ approach along with its primary requirement for implementation and functionality in the organization with targeted output.

The interpretation of resultant impact of each ‘V’ of the ‘4Vs’ approach and the anticipated outcomes are discussed and compiled in a comprehensive tabular manner (**Ref: Table No – 0.2; Resultant Outcomes Of ‘4Vs’ Approaches**). From table no 0.2 another analytical table is derived to comprehend the impact of outcomes of ‘4Vs’ on the mindset of the employee and cognitive behavioral changes (**Ref: Table No – 0.3; Analysis of Impact of Outcomes Of ‘4Vs’ Approaches**)

(Merriam, S. B. 1998) the implication of this study is wide and shall aid the management to formulate a HR strategy of productivity enhancement, overcoming the agonizing effect of COVID -19 on the taskforce. The ‘4Vs’ approach will also foster fact-based communication and continual learning and up-skilling of taskforce of the organization under new normal scenario. It also enhances as well as enriches the team management and reduces possible threats of vulnerability and brings in positive impact on productivity for long run.

(Kothari, C. R. 2004) as par the research limitation, the study is conducted on secondary data, due to restricted outside visits for COVID -19 pandemic. Due to time and resource constraints, the trailing of implementation of ‘4Vs’ approaches could not be widely conducted apart from few organizations. The ‘4Vs’ approaches are an innovative first layer researched, but the scope and point of integration is under monitoring and controlling. The ‘4Vs’ approaches developed are meant for the taskforce of organization, but this approach can be further developed and induced across all stakeholders of the organization.

BASIS OF EFFECT	TASKFORCE	ORGANISATION
-----------------	-----------	--------------

<b>ECONOMIC</b>	Reduction in earnings causing an imparity between earnings and purchasing capacity. Career slowdown, uncertainty on return on investment and savings. The improbability of next level of economic decelerate and downsizing of employment, earning & livelihood.	Supply chain disruption, increasing in cost of production, reduction in sales turnover, excessive inventories, statutory burdens, and drastic fall in purchasing capacity of the consumer.
<b>OPERATION</b>	Effectiveness and level of efficiencies towards production activities have declined under the collective distress of pandemic. The organizations are compelled to close many people driven operations bearing huge losses.	Challenges of remote working, cost of technology (COT) is rising. People intensified manufacturing sectors having low efficiency due to norms of ‘Social Distancing’. Unlearn and learning of new technology and working mode by employees and its efficacy. Rate of recovery of incurring operational losses.
<b>MARKET</b>	Ambiguity about the future employment and requirement of skills and competencies for a future job (if any). Huge unemployment disrupting standard wage and salary. Uncertainty future of rise of price of goods and services but declining in purchasing parity.	Future demand for products and services. The new normal policies of Government, uncertainty on the potentiality of the financial market and disinvestments, criticality of national and international trade policies and market.
<b>PSYCHOLOGY</b>	A high and increasing level of uncertainty of existence, mental anxiety, insecurity, fragile thoughts, aggression due to extensive mounting the stress of COVID -19.	Extensive stress on screening consumer behavior during and post- COVID -19, the ambiguity of choice of product and services by consumers. Difficulties in bringing back customer delight and retention. The bond with an employee is at stake in many organisations due to retrenchment, downsizing pay packages.



## 4. FINDINGS AND ANALYSIS:

### 4.1 ANALYSIS OF COVID-19 EFFECT ON TASKFORCE AND ORGANISATION

The analysis of the effects VUCA which is mounting to peak by COVID -19 is categorized in Economic, Market condition, Operation and Psychological impacts on organization and taskforce. (Singh, 2020) the volatility of the human mind has geared in manifolds, with an uncertainty of the broken economy and losing their near ones due to the Corona virus. Confusion on restructuring the economy, at the national and international level has made everyone to go into despair.

Decision making and productive means of working are uncertain in every people-driven operation in the industry and social front. An analytical table has been appended for the aspects and impacts of the effects of COVID -19 on organizational taskforce and organization.

*Table No – 0.1; COVID-19 Effect on Taskforce and Organization*

It is found that, post -COVID -19, workplace safety, legal requirements, statutory compliance at national and international business environments are inconsistent and having rapid volatility affecting business and livelihood widely across the world without any positive anticipation.

### 4.2 ANALYSIS OF ‘4Vs’ APPROACH

In this study, the ‘4Vs’ approach is a strategic deliberation, it is developed based on ‘*Managerial Good Practices*’ within the operational system of the organization. (Richard Barrett. 2017) the approach desires a continual initiative, leadership, and support of top management and expected outcome as “**COMMITTED WORK EXCELLENCE**” (Kumar, Sreeram Manoj,2011)

The ‘4Vs’ approaches viz; *value-based management, vulnerability management, virtual learning management, and visionary leadership management* is a combined approach to reduce the ambiguity of collective trauma of the pandemic and restores positive level of confidence among the taskforce. (Bell, 2020) this approach also inculcates reliable and fact-based communication between inter-team and intra-team. Expression of empathy among all levels of the hierarchy of the taskforce is the foundation of this ‘4Vs’ approach. The approach address the dilution of stress of the taskforce by means of cognitive therapy and altering the pattern of human thinking.

It is peak time for all top management leadership to instigate and develop a candour relationship between its people and the organization’s vision as primary requirement of the “4Vs’ approach. The need of the hour is to re-imagining and innovative ideas to restructure the business setbacks.

The ‘4Vs’ approaches tend to minimize the impediments causing ‘*Dysfunctional Conflicts*’

(Zartman, I. W. (2007), among the taskforce and encourages productive collaboration among different layer of hierarchy of an organization to trim down unproductive time on unconstructive critics; which gives rise to inter-employee conflicts affecting the ‘re-focusing’ and ‘restructuring’ the business set-backs at this crucial stage.

The '4Vs' approach is diagrammatically appended below for a visual understanding. The '4Vs' approach has 4 main strategic-compliances approaches, all these 4 strategic-compliances approaches require the 'Top Management Initiative' in a continual manner; which is shown in the left-hand side of the diagram under the heading of ‘Management Support’. ‘Committed Work Excellence’; which is the combined results of the application of each 'V' and demonstrated under the ‘Output’ heading on the right-hand side of the diagram.

#### THE ‘4Vs’ APPROACH A DIAGRAMMATIC REPRESENTATION

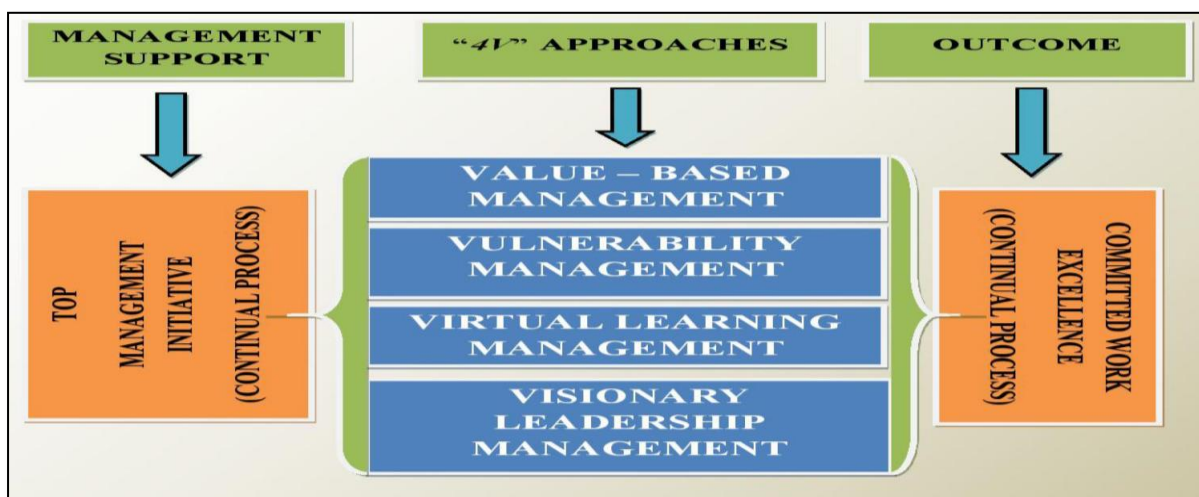


Fig – 0.1, The ‘4Vs’ Approach In Strategic Human Resources Management.

To optimize the '4Vs' approach and its implementation throughout the organization requires continual leveraging of the top management. Any implementations of a new approach in this scenario will have multiple impediments of understanding at the initial stage, but with the leadership of management, such milestones can be overcome.

#### 4.2.1 Value-Based- Management – ‘1<sup>st</sup> V’:

The COVID-19 has made a sturdy strike on human consciousness extensively. (Richard Barrett, 2017) today every human being highly solicits conscious endeavors in social and organization frontier. The organization needs to develop the value-based functioning of every operation be it taskforce, quality of product and services, or pertinently relationship with the stakeholders of the organization.

In a distressful situation, organization necessitates *fact-based transparent communication* at all

levels of operations. This is only possible when there is a value-based association among the people at every operational level of the organization.

Value-based operations ensure that, in critical situations as for this pandemic scenario, every resource that organizations deploy should have optimality in use. Prioritizing the resources and conscious consumption at optimal levels with effectiveness is the only way to stop cost drainage. The people working with the organization needs to microscopically realize resource's value and minimize the resource wastage and control over inventories.

To combat and reconstruct the business losses the taskforce plays a key role, but now it calls for cost effectiveness and adding new required values based on skills and competences to combat the slashed business and administrative operations and processes and adhering to new normalness of business systems.

(Richard Barrett. 2017) the effectiveness of the taskforce in this scenario is proportionate to the development of terminal and instrumental values across organizational system. The management needs to assure and ensure committed collaborative growth in days ahead with the rise of the scale- downed economy.

The organization has to redefine its vision rationally in the context of the pandemic new normalness adding humanitarian and economic value propositions. It needs to develop a corresponding new mission to achieve the redefined vision of the organization. Such decision must involve the participation of the top management along with operational taskforce through different hierarchy of the organization. The new defined vision of the organization ought to include and express the well-being of all stakeholders parallel to economic growth.

Today, rational along with a proportionate combination of the collective values, viz; moralities, ethos, culture, and best ethical practices will bring forth a great dedication among its taskforce towards the restoration of subdued operation of the organization under economic down time.

#### **4.2.2 Vulnerability Management – ‘2<sup>nd</sup> V’:**

Vulnerability refers to the inability to withstand the effect of a hostile environment. (Dr. Anand Singh.2011) every organization working with people is an association of an individual's mind projecting different attitudes. One of the most crucial and unenthusiastic attitudes is ‘EGO’, which is the root cause of all impediments of people management at different layers and hierarchy of the organization and causing dysfunctional conflicts.

EGO can ruin systems by creating a mental barrier for acceptance of other's opinions with self-centric standalone by one's own ideas, faiths, and thoughts. An egocentric administrative process has never proven to be long rewarding.

For the effect of COVID -19 pandemic distress and psychological imbalance, the human mind seeks a way out for disposal of stress, seeking compassion, empathy and to be heard. (Andreux, D. 2020) every individual under the effect of VUCA is highly agitated. No productive means can be driven out of an individual for long until the mind is unfilled from downbeated agitations and negative thinking patterns.

It is very difficult to expect the taskforce to be dedicated, committed, innovative, standby the organization in this uncertainty until an '*antagonistic free environment of work*' is offered. (Li, J., Ghosh, R., & Nachmias, S. 2020) it is a time that top - level, mid - level, and bottom - level management work in partnership to march the organization forward with shared leadership and responsibilities in their respective operational arena working for a common goal.

Vulnerability management is a '*Cultural Transformation*'; individuals working together must ensure a common understanding by all efforts and dedicated to achieving the vision of the organization and reduces the areas and scope for '*Dysfunctional Conflicts*'.

It is inevitable that operational decisions have to pass through cross-opinions, and cross - ideas to examine the rational acceptability of such opinions or ideas. (Zartman, I. W. 2007) in this process of decision making, there is no reason for egocentric situations that would generate pessimistic vibes among the people, preventing '*fellow-feeling*' and '*fellow- Compassions*'.

We need to realize, appreciate, and accept that every individual in an organization is working for a common goal. They may have different opinions arising from their respective views and learning. There is always a possibility to judicially measure and validate an individual's opinion by parametric scales of operation and infer on its acceptability and applicability, rather than rejecting and splash emotional attack and forming an intimidating working environment.

Though this vulnerability management approach takes time to mature within an organizational system, but it will create a magnificent positive impact on the intellect of the people. Today, strictly managing and reduction of vulnerability in organizational environment puts a sublime message to the individual that, '*he is not standalone in this distressful situation but, the organization stands by him*'.

The vulnerability management approach extends enormous mental supports in manifolds and gives a sense of his / her importance to an individual in the organization, enhancing the psychic strength to combat and overcome the pandemic crisis.

#### **4.2.3 Virtual Learning Management – ‘3<sup>rd</sup> V’:**

COVID-19 has brought in new norms of social distancing. In an environment of social distancing, the only way to continue learning is a virtual mode which is already getting popular. (*Schank, R. 1997*) countries where the education system is majorly based on physical class interaction mind set it's a challenge to induce people in the virtual learning mode; as learning is all about the ‘*Mind-Game*’ and requires well defined process (SOP) of introducing digitalization of learning.

Many organizations have introduced the E-trainings, webinars, E-learning protocols but its effectiveness is still under screening. Organization needs to make this learning process more streamlined, effectual, proficient, relative, and motivational for participants.

It is observed across the globe, that due to the distress and mental agony of the pandemic, the patience of an individual is declining. The stagnation in life today keep mind blocking, so any learning becomes a predisposed or futile exercise unless the learning is made content-friendly.

(*Weller, M. 2007*) virtual learning should focus on the end-learners participatory mode of deliverables along with an online activity or fun-time based learning. Virtual involvement of the mind of the learner is a challenge over physical learning. (*Ball, D., Beard, J., & Newland, B. 2008*) attaining such involvement would call for the participation of top management in learning sessions, which will engage individual employees in such sessions. Using social media such as Facebook page, LinkedIn, Instagram, Google the organization can publicly recognize and facilitate individuals for learning achievement bringing forth a sense of attainment among them.

In this economic downsizing scenario, virtual learning (formal and Informal learning) is the best cost-effective medium that management can deploy to create a platform for employer-employee participation in decision making, continual skills upgradation and ‘*Employee Assistance Programs*’.

To homogenize virtual learning, organizations need to develop the ‘*VL-SOP*’ (standard operating procedure) for virtual learning mode and its assessments. Sooner virtual connectivity and virtual learning as one the key indicator of performance of an employee.

#### **4.2.4 Visionary Leadership Management – The ‘4<sup>th</sup> V’:**

(*Fairholm, G. W. 1991*) it is evident, that a visionary leader must identify the potentiality of the divine self. By the divine potentiality, one can realize the infinite capacities concealed within the human being. This also gives clarity in vision setting and enormous potentiality to achieve the same by means of judiciously comprehending and collaborating external resources. (*Richard Barrett. 2017*) a leader who sets and guides the vision of the organization has to realize the prime factor of achieving any organizational vision is the skill of effective “*People Management*”.

A visionary leader with spiritual aptitude can widely wipe off the negative impacts of VUCA on individuals, but just not by using a motivating mechanism, rather by percolating the spiritual potency among the organizational taskforce to satisfy the “Needs Of Higher Order” (spiritual needs) (Kumar, Sreeram Manoj).

Leadership today must bring forth involvement and participation of management and taskforce together. (Mack, O. & Khare, A. 2016) the virtue of a leader will focus on building next-generation leaders and operations-based leaders by identifying the skills and competencies and mapping the individual's role in developing the organization. It is time when the bureaucratic leadership has to be said ‘NO’, welcoming new innovative creative thoughts from all tires of the organization and rationally validating them and implementing them with targeted output.

It’s time to inculcate intrapreneurial leadership and switch from the process managers to process owners and capacitating them to hold good for the development and sustenance of business operations.

The process of transformation from visionary leadership to visionary organisation is appended



Fig No – 0.2, The Organization’s Vision Through Leadership Management.

## 5. DISCUSSION:

Comprehending the analysis of each ‘V’ of the ‘4Vs’ approach of strategic human resources management post - COVID -19, it is definite that the ‘4Vs’ approach is psychologically administered tool. The approach augments and constructs the mental distress of the taskforce arising from the deadly COVID -19 pandemic.

As there is global downsizing of the economy, the uncertainty of human existence, and insecurity of earning a livelihood, in this scenario every organization despite its volume of operations has to principally and judiciously strive to achieve primary sustenance by the assistance of its people and for its people, exhibiting democracy.

But, for sustenance today, would call for frequent effective decision makings and efficiency of

the taskforce to manage operations of broken wings of the organization. In this crucial situation, the taskforce requires persistent combating-traits such as; commitment, dedication, enduring spirit of forward marching. The '4Vs' approach instigates through strong boost and continual support of top management which will enhance the combating-traits of its people against the pandemic driven situation and ensures conscious productive efforts.

The analytical outcomes of the '4Vs' approach, viz; *Value-Based – Management, Vulnerability Management, and Virtual Learning Management & Visionary Leadership Management* are detailed in a tabular form below:-

<b>'4Vs' APPROACHES</b>	<b>OUTCOMES</b>
<b>VALUE-BASED MANAGEMENT</b>	Creates transparency, sets management priorities, better deal with the increased complexity of risk and uncertainty. Priority-based resources allocation and optimal utilization of resources, facilitate the task force to be persistent to organizational vision. Developing effective internal and external fact-based communication. Improve bond between organization and stakeholders and strengthening the decision-making process. Value-based business operation, ethical work delegation, less supervision cost, quality consciousness, and rational COQ.
<b>VULNERABILITY MANAGEMENT</b>	Motivated taskforce, reduction of complex impediments of the workforce management at organization. Enhance attachment with the team and organization. Improve the culture of intrapreneurship within all operations layers of the organization. Reduction of miscommunication and misleading facts. Augment the innovative and creative business processes with effectiveness through collective collaborations.
<b>VIRTUAL LEARNING MANAGEMENT</b>	Cost-effectiveness, more chance of interaction in a formal and informal way with top management. Skills development and competency enhancement. Effective medium of communication and connectivity to motivate and cheer up the team to overcome the sub-due stress of the pandemic.
<b>VISIONARY LEADERSHIP MANAGEMENT</b>	Succession of organization, commitment towards growth and goal, creating a harmonic balance between economy, society, and environment. Process ownership with distributed responsibility and accountability of taskforce, sustainability of business supply channels thus reconstructing the broken economy.

*Table No – 0.2; Resultant Outcome of '4Vs' Approaches*

From the above tabular analysis of the ‘4Vs’ approach, it can be inferred, that if all the ‘V’s strategic-compliances are rightly blended and introduced as ‘*Best Practices*’, an organization can attain work excellence and create a “*turn-around HR strategy*” to cope up with the downsizing economy under new normalness.

In reference to the outcomes of each ‘V’ of the four ‘4Vs’ discussed in table 0.2 an impact analysis table is formulated to justify the psychological support that an individual employee will have from this ‘4Vs’ approach. (Solso, R. L., MacLin, M. K., & MacLin, O. H. 2005) the employee will positively alter the behavior and alter the negative pattern of mindset with positive mindset patterns. This alteration of mindset will impact on the productivity and raise effectiveness. The impact of the outcomes of ‘4Vs’ organizes the mind of workforce for readiness for new normalness; re-imagining, re-focusing, restructuring, re-initiations of disrupted business operational systems with the business setbacks.

<b>‘4Vs’APPROACHES</b>	<b>IMPACTS OF OUTCOMES (REF: TABLE NO: 0.2)</b>	<b>OUTPUT</b>
<b>VALUE-BASED MANAGEMENT</b>	<b>INTEGRITY</b>	<b>‘Committed Work Excellence’</b>
<b>VULNERABILITY MANAGEMENT</b>	<b>JOB SATISFACTION</b>	
<b>VIRTUAL LEARNING MANAGEMENT</b>	<b>COMPETENCE DEVELOPMENT</b>	
<b>VISIONARY LEADERSHIP MANAGEMENT</b>	<b>FUTURE GROWTH</b>	

*Table No – 0.3; Analysis of Impact of Outcomes of ‘4Vs’ Approaches*

From the above table it is observed that, the ‘4Vs’ will act as the stimulus for cognitive behavioral pattern changes among the employee. The negative impacts on the mind raised due to the severe agonizing effect of COVID- 19 can be persistently condensed and focus of the employee can be turned towards productive centric. It’s a fact that, in an organization if an employee has *Integrity, Job satisfaction, Competency upgradation and Future succession* the productivity, efficiency and deliverable from employee will tend to rise to maximum with self-motivations.

(Murphy, Joseph, 2019) as, the ‘4Vs’ approach is applicable through all level of hierarchy of the organization, it is expected that maximum employee will have the positive impact of the outcomes of the ‘4Vs’, as mentioned in the table no 0.3, therefore the group dynamics and team productivity is expected to be raised to highest and focus towards restructuring the broken economy through productive means. The impact of ‘4Vs’ approach outcomes when clubbed together will raise the higher consciousness of human being, viz; commitment, dedication, devotion and discipline. Thus higher consciousness will be the impetus for ‘*Committed Work Excellence*’ and combating force



against this pandemic situation.

Organization may take up one 'V' approach at a time or combine all the 'Vs' approach as per their resources and strategic planning leveraging the effectiveness of the task force at a productive frontier. The integration and combination '4Vs' approach into strategic implementation will diverge according to organization in context to its product, services, processes, and organizational hierarchy.

## **6. CONCLUSION:**

From this study, it is pertinent that at present the business system is undergoing a paradigm shift; supporting and restructuring the downsized economy and makeover of the losses of business operation due to the COVID-19 pandemic. There is a high scale of depression and psychological instability among the taskforce of every organization. Individuals are continually becoming distressed, causing very low efficiency and productivity in the professional arena. Every individual is passing through a tedious uncertainty of livelihood and existence.

Organization's management has to have benevolence and empathy to morally and ethically boost up their people. Encourage and engage the workforce to take responsibility of organizational operational wings to overcome the economic setbacks under the new normalness norms.

As per this study, it is also necessary for the organization to address the paradigm shift of physical workplace structure to a virtual workplace to extend possible as per the context of products and services the organization renders. The organization needs to ensure continual learning for its workforce by using a cost-effective virtualization tool. A virtual learning SOP is a mandate for efficient virtual learning systems management.

(Singh, 2020) the uncertainty of COVID-19 is raising without any specific deadline, in this scenario it's judicious to accept the new normalness and get our systems ready in parlance with COVID- 19 management at the workplace. The role of top management plays a vital role in holding the inspirational level of the taskforce to the best extent possible.

This first layer research proposes a holistic strategic approach; *the '4Vs'* approach which addresses the dilution of psychic distress and also offering a pious work environment to every individual in the organization. The '4Vs' approach also incubates intrapreneurship at the operational level i.e. *'shared risk and responsibilities'* of the operating business process.

The proposed '4Vs' approach is a continual process; as input, it requires continuous support and leverages of top management. Accurate execution of the '4Vs' will be resulting in continual work excellence as output fostering *'certainty among uncertainties'*. The approach impacts the mind of the taskforce by changing the pattern of thought process by cognitive behavior therapy resulting into effective and productive performance of work and combating pandemic situation.

The study emphasizes the dynamic changing role of organizational leadership of management to visionary leadership management; which is putting more effort towards encouraging taskforce to continually raise their spirit to combat the pandemic in one hand and reconstruction setbacks of the unkempt impact of the economy on the other hand. It is time for corporate leaders to transform themselves in '*Socio - Corporate –Visionaries*' (Bush, T. 2003).

The research also deduces the probable outcomes the organization can gain from each 'V' of the '4Vs' approach viz; *Value-Based – Management, Vulnerability Management, Virtual Learning Management & Visionary Leadership Management*, in *Table No 0.2*, of this research and subsequently the impacts of the '4Vs' in table 0.3. The strategic-compliance outputs of the '4Vs' approach can be clubbed together to measure the total magnitude of the positive impulses of the workforce to combat and triumph over the psychological and thereby economic disruption due to the COVID-19 pandemic and restoration of the business-supply chain under new normalness condition.

## References:

- Ann Buchholtz & Archie B. Carroll. (1989). *Business & Society: Ethics and Stakeholder Management* (1st Edition).
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.
- Merriam, S. B. (1998). *Qualitative Research and Case Study Applications in Education. Revised and Expanded from "Case Study Research in Education."*. Jossey-Bass Publishers, 350 Sansome St, San Francisco, CA 94104.
- Kumar, R. (2018). *Research methodology: A step-by-step guide for beginners*. Sage.
- Packowski, J. (2013). *LEAN supply chain planning: the new supply chain management paradigm for process industries to master today's VUCA World*. CRC Press.
- Joseph R. DesJardins. (2007). *Business, Ethics, and the Environment: Imagining a Sustainable Future* (1<sup>st</sup> Edition).
- Murphy, Joseph. *The Power of Your Subconscious Mind: the Complete Original Edition, plus Bonus Material*. St. Martin's Essentials, 2019.
- Solso, R. L., MacLin, M. K., & MacLin, O. H. (2005). *Cognitive psychology*. Pearson Education New Zealand.
- Bush, T. (2003). *Theories of educational leadership and management*. Sage.
- Fairholm, G. W. (1991). *Values leadership: Toward a new philosophy of leadership*. New York: Praeger.
- Sergiovanni, T. J. (1990). *Value-added leadership: How to get extraordinary performance in schools* (pp. 54-77). New York: Harcourt Brace Jovanovich.
- Richard Barrett. (2017). *The Values-Driven Organisation: Cultural Health and Employee Well-Being as a Pathway to Sustainable Performance* (2<sup>nd</sup> Edition). Routledge.
- Dr. Anand Singh. (2011). *Business Ethics and Indian Value System* (1st Edition). Himalaya Publishing House, India.
- Zartman, I. W. (2007). *Negotiation and conflict management: Essays on theory and practice*. Routledge.
- Kumar, Sreeram Manoj. "Karmasu Kaushalam Excellence at Work!!!!" Speakingtree.in, Speaking Tree, 26 May 2011, [www.speakingtree.in/blog/karmasu-kaushalam-excellence-at-work](http://www.speakingtree.in/blog/karmasu-kaushalam-excellence-at-work).
- Schank, R. (1997). *Virtual Learning. A Revolutionary Approach to Building a Highly Skilled Workforce*. McGraw-Hill, 11 West 19th Street, New York, NY 10011.
- Weller, M. (2007). *Virtual learning environments: Using, choosing and developing your VLE*. Routledge.

- Nadkarni, Anant G. "Choose Value over Money." Speakingtree.in, Speaking Tree, 8 Jan. 2017, [www.speakingtree.in/article/choose-value-over-money](http://www.speakingtree.in/article/choose-value-over-money).
- Mack, O., Khare, A., Krämer, A., & Burgartz, T. (Eds.). (2015). *Managing in a VUCA World*. Springer.
- Millar, C. C., Groth, O., & Mahon, J. F. (2018). Management innovation in a VUCA world: Challenges and recommendations. *California Management Review*, 61(1), 5-14.
- Mack, O., & Khare, A. (2016). Perspectives on a VUCA World. In *Managing in a VUCA World* (pp. 3-19). Springer, Cham.
- Schick, A., Hobson, P. R., & Ibisch, P. L. (2017). Conservation and sustainable development in a VUCA world: the need for a systemic and ecosystem-based approach. *Ecosystem Health and Sustainability*, 3(4), e01267.
- Barnes, S. J. (2020). Information management research and practice in the post-COVID-19 world. *International Journal of Information Management*, 102175.
- Buheji, M., & Buheji, A. (2020). Characteristics of 'problem-based learning' in post-COVID-19 workplace. *Human Resource Management Research*, 10(2), 33-39.
- Hite, L. M., & McDonald, K. S. (2020). Careers after COVID-19: challenges and changes. *Human Resource Development International*, 23(4), 427-437.
- Li, J., Ghosh, R., & Nachmias, S. (2020). A special issue on the impact of the COVID-19 pandemic on work, worker, and workplace! Implications for HRD research and practices in time of crisis.
- Worley, C. G., & Jules, C. (2020). COVID-19's Uncomfortable Revelations About Agile and Sustainable Organisations in a VUCA World. *The Journal of Applied Behavioral Science*, 56(3), 279-283.
- Worley CG, & Jules C. (2020) COVID-19's Uncomfortable Revelations About Agile and Sustainable Organisations in a VUCA World. *The Journal of Applied Behavioral Science*. 2020;56(3):279-283. doi:10.1177/0021886320936263
- Ball, D., Beard, J., & Newland, B. (2008). E-books and Virtual Learning Environments: Responses to a Transformational Technology. *The Acquisitions Librarian*, 19(3-4), 165-182.
- Silverman, S., Mr. (2020). Dealing with volatility, uncertainty, complexity and ambiguity in a Covid-19 environment. *THE BUSINESS JOURNALS*. Retrieved June 8, 2020, from <https://www.bizjournals.com/bizjournals/how-to/growth-strategies/2020/06/dealing-with-volatility-uncertainty-complexity-a.html>
- Andreux, D., Mr. (2020). VUCA: The new reality ... Retrieved July, 2020, from <https://qrminstitute.org/vuca-the-new-reality>
- Bell, S. (Spring). VUCA and Coronavirus " Mind Tools Blog. Retrieved March 18, 2020, from <https://www.mindtools.com/blog/vuca-coronavirus/>
- Singh, M., (2020, May 10). Impact of Covid-19 on HR practices and future workforce - *ETHRWorld*. Retrieved November 08, 2020, from

<https://hr.economictimes.indiatimes.com/news/industry/impact-of-covid-19-on-hr-practices-and-future-workforce/75653859>

Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of Business Research*.

Smircich, L., & Morgan, G. (1982). Leadership: The management of meaning. *The Journal of applied behavioral science*, 18(3), 257-273.