Navigating Turbulent Waters: Leadership's Resilience and Agility amidst Change and Uncertainty

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Abstract:

With the ongoing changes and disruptions rampant within the industry, it is imperative to study the factors and reassess their practical viability in real-life situations, fostering leadership resilience and adaptability during times of change and uncertainty within an organization. Through an extensive literature review, essential factors for senior and middle-level leadership have been identified and developed in the paper.

Literature in the field of resilience suggests numerous variables that characterize it, such as positive self-esteem, coping skills, sense of coherence, optimism, hardiness, strong social resources, self-efficacy, adaptability, risk-taking, low fear of failure, perseverance, determination, and a high tolerance for uncertainty. Researchers like Bonanno (2004), Carver (1998), Masten (2005), O'Leary (1998), Patterson et al. (2002), and Ungar (2004) have cited these variables.

From the literature review, it is evident that the majority of research papers focus on factors essential for leadership in organizations to navigate uncertain times and challenges. Factors that cultivate a resilient environment have been identified. However, there is a notable scarcity of real-life case studies supporting these claims. Xiao and Cao (2017) found in their research that while past studies discussed about the various concepts and measurement pertaining to organizational resilience, however they strongly felt that there is a dearth of integrative constructs and empirical research due to the unpredictable nature of crises and uncertainty, along with a lack of samples.

Thus, there is an opportunity to enrich the existing body of knowledge by substantiating past researchers' and social scientists' assertions regarding the effect of various factors on organizational resilience and styles of leadership during uncertain times with real-life examples.

The objective of this research paper is to study all the factors or constructs contributing to organizational resilience and leadership adaptability from the literature review and to substantiate them with a real-life case illustrating how an organization managed its business during change and uncertainty.

Keywords: Leadership, Resilience, Adaptability, Change, Uncertainty,

1. Introduction:

In today's dynamic world, change is the only constant. Every day, organizations and businesses strive to develop novel strategies or initiatives to strengthen their position in the market in alignment with their goals and objectives. Thus, initiating change processes within organizations aims to improve productivity, growth, and output.

Whenever a change initiation process occurs, some form of resilience towards that change is inevitable. During these times, how leadership, management, and organizations address resilience and adaptability is crucial, as they can determine the success or failure of the business. In recent times, building resilience at the organizational level has become increasingly important. Identifying the factors that cultivate a resilient environment will be discussed in the paper, along with the role of leadership and how they can move or stir their organization during times of change and uncertainty by showing leadership resilience and adaptability.

2. Literature Review:

Lee, Teo & Lim (2017) and Overdijk, Kuipers & Boin (2013) emphasized the importance of organizational resilience and the role of leadership, especially during times of crisis or adversity. These factors are inseparable. Istiqaroh, Usman, & Harjanti (2022) outlined factors that help leaders in building a resilient environment, such as the importance of leadership's role in order to prepare for any untoward uncertainties towards the business, adapting during the situation, and responding accordingly to adversity, and rendering support for greater resilience. Major factors promoting organizational resilience include leadership style, psychological capital, developing capability, behavior, and organizational culture, while minor factors include relationships, strategy, and organizational learning.

Ackerman & Maslin-Ostrowski, (2002); Cash, (2001); Copland, (2001); L. Greene, 2003; R. R. Greene, (2002); Heifetz & Linsky, (2004); Ledesma, (2012); Patterson, Patterson, & Collins, (2002) defined resilience as an ability to bounce back and survive from all kinds of tribulations, exasperation and uncertainties which will be affecting the business. There has been a direct positive association of the role of a leader during such situations as to how they have dealt with the same in the face of adversity. Literatures in the field of resilience suggested with a number of variables that characterizes the same like positive self-esteem and coping nature, sense of being logical and consistent, hopeful of the future of being successful about something, hardiness, strong social resources, self-efficacy, flexibility, having the courage for daring actions, low atychiphobia, perseverance, determination with a high level of tolerance for uncertainty Bonanno, (2004); Carver, (1998); Masten, (2005); O'Leary, (1998); Patterson et al.,(2002); Ungar, 2004).

Now there are internal and external variables which affect resiliency. The internal variables are self-factors, personality factors, positive emotion and laughter, personal energy which characterizes core personal and professional values along with physical, emotional, mental and spiritual energy (Bonanno, 2004; Patterson & Kelleher, 2005). On the other hand the external variables are centrality or importance of relationships and social support.

From literature another aspect came up was "Career Resilience". It pertains to an individual person's resilience to career related disruptions which comes from either layoff's , discontinuity of business, not so optimal or conducive environmental culture and the ability to manage such situations while one is cautious of the fact that such situations exist yet surviving and doing whatever it takes to move forward in the face of adversity. In short, a resilient leader works with courage and determination.

Building organizational culture is vital, with leadership needing to acquaint new porotypes or archetypes of thinking and acting to create situations with successful outcomes. Morales et al. (2019) highlighted the reliance of organizational resilience on leaders' ability and capability to develop effective responses during times of crisis. The culture should empower competent employees with adequate training to tackle unexpected disruption events, allowing leaders to drive complex systems effectively through proper culture, leadership, and systems.

Another important aspect is capability, with various modes, such as Adaptability or Flexibility, promoting organizational resilience. Social competency, encompassing cognitive and emotional dimensions, allows managers and leaders to effectively manage intentions, job requirements, and expectations from others. These competencies can be developed through proper learning and training.

During times of change and uncertainty; effective leadership and their roles stands paramount for various business houses to steer them out of the uncertainty. The same has been acknowledged by various researchers and could be seen from past literature. Out of all the leadership styles one style stands out from all and that is transformational leadership style which is described or portrayed by visionary thinking, compassion and the skill to think out of the box ideas. Such a style did garner attention for its potential to tread amidst uncertainty (Priyabhashini and Krishnan, 2005).

Various leadership styles, such as Transformational Leadership, Authentic Leadership, Creative Leadership, and others, have been applied during crises. Transformational leadership, according to Sommer et al. (2015), plays a critical role in fostering organizational resilience. Strengthening psychological capital (PsyCap) is also important for building organizational perseverance or resilience, as it is directly associated with positive emotions, leading to higher productivity and innovation.

On the other hand, Khairy et al. (2023) and Linvill et al. (2023) disagreed with the style of transactional leadership as the preferred leadership style during times of crisis, especially during a pandemic. They felt that although transactional leadership did offer a standardized and systematic environment by strictly abiding to the norms and policies, this very same stringent and rigid structure may present limitations during a crisis. During a crisis, adaptability is an essential factor which is not a characteristic of transactional leadership. The focus on pre-set rules and regulations might inhibit the agility required to respond quickly, potentially hindering the possibility of innovation and creative problem-solving ability. Furthermore, this leadership style relies heavily on a leader's authority and control which can again be a detrimental factor since during times of crisis, collaboration or a collaborative approach is required.

Factors like communication also play a very important role since clear communication is essential so that information reaches all individuals and stakeholders properly during a time of change in a manner which is well understood. As the very same minimizes misunderstandings and misconceptions.

Although Grotberg (2003) put forward a tripartite framework for categorizing protective factors, including: external supports such as positive role models and trusted individuals both within and outside the family; inner strengths like charisma, positivity, understanding, and a sense of direction; and interpersonal and problem-solving abilities encompassing task completion, collaboration with peers and superiors, and innovative thinking. He acknowledged that while these factors were primarily studied in children, he strongly advocated their potential application in fostering resilience among employees and their leaders.

Another field of literature has been explored which is also known as coping (a related area from the field of resilience). There the major factors or predictors mainly stemmed from situational factors such as social support and personality factors such as optimism. However coping and resilience factors go along a long

way yet their paths never intersected but the factors or predictors of the both does affect in a large way of resilience. Holahan, Moos, and Schaefer (1996: 33) in their Handbook of Coping chapter mentioned: "Resilience (underline added) develops from confronting stressful experiences and coping with them effectively".

However, according to Greene, (2002) Parker & Endler, (1996) both the copying and resilience literature were focused on the strategies used by various individuals when faced with challenges and the various outcomes which were associated with those strategies.

Research conducted by Harland, Harrison, Jones & Palmon (2005) revealed that the Full Range Leadership Theory (FRLT), encompassing dimensions such as Attributed Charisma, Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, and Contingent Reward, showed a positive correlation with subordinate resilience. This relationship persisted even after accounting for employee optimism. The study strongly supported the pivotal role of leaders in managing challenging circumstances effectively.

(Heifetz et al., 2009; Heifetz & Laurie, 1997) focused on adaptive leadership which is basically focused on mobilizing people to face difficult challenges, adopt new strategies and thriving at times of uncertainty and crisis. It is a process where both followers and leaders face the issues and then jointly in a collaborative way by providing a solution which will be sustainable. Therefore leaders and followers can learn, experiment and can adapt new ways of operations for generating favorable results. At times leaders should not always be the decision maker and at times they must delegate the responsibilities. It has been seen that when it comes to solving a particular problem people do rise up to that situation, accept the challenge and own responsibilities for solving the issue. Obolensky, (2017). Adaptive leadership consists of six distinct leadership behaviors and they are like recognition, diagnosis, regulation, focus, facilitation and protection. All of these behaviors do reflect on the leadership's way of tackling a situation through proper analyzing, diagnosis, managing the level of stress and tension, overcoming the resistance, empowering the employees and also guarding them against any marginalization at the time of crisis. (Clesen, 2017; Miller, 2015).

Originally, the term resilience originates from the Latin word "resile," meaning to rebound or recover from adversity or uncertainty. This concept has been widely embraced in organizational theory and more recently in strategic change management literature (Kantur & Say, 2015). According to Ho et al. (2022), organizational resilience pertains to an organization's capacity to foresee, prepare for, respond to, and adapt to gradual changes amid uncertainty, enabling it to sustain and prosper. Ma et al. (2018) further underscore that organizational resilience involves not only managing and surviving uncertainty but also leveraging new technologies and capabilities to thrive in evolving environments. Ahmed and Dajani (2022), in their research, focused on the ADKAR (Awareness, Desire, Knowledge, Ability, and Reinforcement) model as a framework guiding organizational resilience by facilitating effective change management processes.

3. Research Gap:

After conducting a brief literature review for this paper, it becomes evident that aspects of resiliency and leadership have been thoroughly examined. Many social scientists assert a positive correlation between leadership roles and organizational resilience. Various leadership styles have been discussed in this context. Previous works have explored both internal and external variables influencing resilience and how effective leaders can incorporate these factors to contribute effectively. Additionally, the concept of "Career Resilience" has been briefly discussed.

While literature on resilience is pertinent in other fields, its significance in management remains fragmented. Reviews indicate that its actual importance, such as organizational responses to external threats, adaptability of business models, and principles to reduce vulnerabilities, lacks cohesive understanding. These streams have evolved with their own theories, conceptualizations, and measures of resilience.

It is apparent that since 2001, a majority of the research in this domain has focused on factors influencing organizational resilience and leadership styles amidst uncertainties. However, real-life case studies supporting these claims are notably scarce. Xiao and Cao (2017) in their research found that although past research in the field did speak about the concept and measurements of organizational resilience, there is a lack of integrative constructs and there was a lack of empirical research due to unpredictability of crisis and uncertainty with lack of samples.

Thus, there is an opportunity to enrich the existing body of knowledge by substantiating past researchers' and social scientists' assertions regarding the impact of various factors on organizational resilience and leadership styles during uncertain times with tangible real-life examples.

4. Research Objective:

The aim of this paper will be to study all the factors or constructs which contributes to organizational resilience and leadership adaptability from the literature review and try to assert the same with a real life cases as to how an organization have managed their business during change and uncertainty.

5. Research Methodology:

This Qualitative study is based on secondary data. The secondary data were obtained from various journals, statements, newsletters and social media platforms. Apart from the same for the case study mentioned in this manuscript; the researcher gathered information from observing the middle level management and the top level management of the organization with respect to how they dealt during the intervention process about their activities and behaviours and also through existing document analysis of existing information and communication which was made during the process.

Post reviewing the literature it has been felt by the researchers that since 2001, a majority of the research in this domain has focused on factors influencing organizational resilience and leadership styles amidst uncertainties. However, real-life case studies supporting these claims are notably scarce. Hence through a real-life scenario the same has been observed and analyzed by the researcher and presented in the form of a unique case.

6. General Concepts

6.1 Organization Resilience:

Over the years it has been felt that crisis management and disasters have become a key concern area for all business houses since all these are unpredictable and do pose a threat for business continuity of the organization operation. It has been seen in the past from cases where different organizations have dealt with various uncertainties in their own way where some of them have successfully managed whereas some of them could not and eventually closed down.

The word resilience has been derived from the word "resilire" which means to leap or jump back from any challenge or uncertainty. Holling (1973) stated that resilience is about persistence within an organization system as to how the systems react and is a measure of ability of these systems to drive

through uncertainty, build organization resilience and persist at the end. So it is basically the firm's ability to effectively understand the situation, the factors which caused it and then develop situation specific responses or strategies and engage in activities to capitalize on the disruptive situations which are potentially affecting the business continuity.

Organization Resilience is all about the organization's ability to comprehend well in advance about the uncertain situations, strategically work during the phase situation wise and restore to the original flow of business and even trying to develop new skills from the disruptive situations addressed as an experience. McManus (2008) stated that resilient organizations must always have a situational awareness level towards any change or uncertainty in the business environment, managing the keystone vulnerabilities and the adaptive capacity level.

6.2 Leadership Styles:

Earlier in the literature review section few leadership styles have been highlighted which are transformational leadership, authentic leadership, creative leadership, strategic leadership and transactional leadership. Transformational leadership is about a philosophy of management which encourages, motivates and inspires people to bring novelty in their way or working by bringing innovation which will have a direct impact on productivity. Here senior management trusts their employees

7. A Case on Leadership Resilience and Adaptability:

Reliance Retail, a subsidiary of Reliance Industries Limited, stands as one of India's foremost and top-ranked retail brands. Established in 2006, it has grown to become the country's preferred retailer. By 2023, Reliance Retail boasted a workforce of over 245,000 employees spread across 18,000 store locations spanning 7,000 towns. As of August 2023, the company was valued at an impressive 100 billion US dollars.

They offer services in the verticals like supermarket, hypermarket, cash and carry, warehouse, grocery store, super store and convenience shop. There are almost 45 subsidiaries and divisions and amongst these the major subdivisions are Reliance Fresh, Reliance Smart, Reliance Digital, Jio stores, Reliance Jewels, Reliance Trends, Reliance Footprint, AJIO, JioMart, Azorte and Tira.

In one of their business divisions the organization decided to change the software system in which the vertical was operating for nearly 17 years to a much faster and efficient software which will increase the productivity and output.

7.1 Problem or Issue in Brief:

Initially, Microsoft Dynamics AX software was used, which was quite slow and often resulted in significant delays during operational activities, whether at the retail outlet level or at the DC level. The management identified this issue and decided to adopt a faster technology, WMS (Warehouse Management System), widely accepted in the operations industry. However, transitioning from one technology to another is both tedious and time-consuming, and will inevitably impact the business to some extent. Therefore, the transition needs to be carefully planned and executed in phases.

Planning the Change, Implementation and Adaptability during Crisis.

7.2 Preparatory Phase:

Step 1: In the first phase of the transition, the senior management along with the middle management convened and discussed several major aspects related to the plan and process for the technology change. These included assessing the feasibility of migrating from Microsoft Dynamics AX to Warehouse Management System and estimating the time span required for the transition period. Additionally, they

determined the Single Point of Contact (SPOC) who would coordinate further prioritization, with one SPOC selected from both the business and tech sides, each assigned with specific responsibilities. Now these SPOC had their teams and hierarchical reportees with responsibilities during the transition phase.

Step 2: Aside from integrating the retail aspect with the current system, they also addressed the integration of ecommerce operations with the newly implemented WMS system. To facilitate the transition, a detailed Time Motion Study (TMS) was conducted, along with identifying the major current requirements for the smooth flow of operations post-transition.

Step 3: Following the alignments, a blackout period was implemented across the particular vertical, during which all operational activities ceased. This blackout period allowed for the transition or data transfer from the previous software to the newly upgraded WMS software. Resources were aligned to work during this blackout period.

Step 4: Post the transition , dedicated teams will be present to guide and train the employees and other stakeholders regarding the new system and will also eventually help to solve any issues and errors unless and until everyone is comfortable and adept with the new system.

This entire process involved multiple dependencies and planned activities, both from the business and tech fronts. The respective challenges and possibilities had to be carefully considered and addressed. A four-day window was designated for the blackout period. Prior to this, various stakeholders were notified to avoid any new data population in the system. The business team was also given 5-6 days before the blackout period to conclude all activities and halt order allocations for both internal and external teams within the business.

After the transition, both the Sourcing Team and Finance Team of that particular retail vertical were ready to receive and book the invoices in the newly transitioned system. It would take both the teams about 3-4 days to complete the entire process. During this period, a Single Point of Contact (SPOC) would monitor for any potential bugs arising during and after the transition. Additionally, two war rooms were established, where business experts from various teams acted as SPOCs for their respective departments. This setup allowed for the immediate resolution of any issues encountered post-transition.

The entire discussion was written and sent to all via email as a part of communication to all about the planned change in phases.

7.3 Execution Phase 1:

Now during the blackout period for data transition from one software system to another that is from Microsoft Dynamics AX to WMS, senior management observed that the process was progressing very slowly, significantly impacting the uploading of crucial data. SPOCs promptly raised tickets with the concerned organization to investigate the slowness and job completion issues. However, there was uncertainty about when the data upload and transition activities would be completed, surpassing the preset timeline for transition.

The technical glitch during the transition had a profound impact, causing a delay that halted business operations across all stores and distribution centers. Senior management intervened from both the software company and the retail vertical to conduct a Root Cause Analysis (RCA). They identified and resolved the slowness issue, with the transitioning organization agreeing to provide dedicated support for migration for 2-3 days.

Post-transition, SPOCs discovered many important datasets missing. Upon investigation, it was revealed that data integrity checks were not performed before the blackout period when transferring data from the old system to the new one, resulting in data loss or absence in the new system. Additionally, other critical

issues arose, prolonging the resolution process. With business operations halted for nearly 14-18 days, the impact on the business was significant.

In light of these challenges, senior management held discussions with the business and tech teams and collectively decided to postpone the migration activity by two weeks. Lessons learned from this phase will inform the development of a detailed plan moving forward.

However, certain matters cannot be overlooked when assessing business revenue and losses. It's important to note that for 18 days, the business was at a standstill in a particular vertical across all formats, whether retail or ecommerce. Operations were halted due to a planned transition, yet unexpected errors occurred during this blackout period. The data transfer to the new system was exceedingly slow, surpassing the planned time, with additional critical issues emerging that management hadn't anticipated. These challenges were only apparent during the process itself when bugs were discovered. However, to prevent the situation from escalating, management promptly realized the need for better planning and stakeholder alignment over an extended period. Consequently, they halted the transition process and collectively decided to postpone it for an additional two weeks. If they hadn't taken action at that moment, the situation could have significantly worsened in terms of business and revenue perspectives.

7.4 Final Execution Phase 2:

Taking learnings from the previous failed migration activity, the next phase of transition was meticulously planned with far more detailed planning. This time, the management identified the gray areas that required attention and expert guidance throughout the transition process. The respective team leads were instructed to provide a list of requirements that they consider important for the operations handled by their team in the new operational software for their daily activities. Management believes that at the end of the day, it is the ground team who will execute these daily operations and use the software. Therefore, any changes or requirements needed in the newly implemented WMS system were considered taking the opinion from the ground level employees.

Previously, during the blackout period, data transfer was exceedingly slow, with the in-house tech team unaware of the reasons behind the delays. Upon escalating the issue to the parent company responsible for the migration, a solution was eventually implemented, with hopes that the current transition would not encounter similar speed-related issues. Additionally, war rooms were established, with single points of contact (SPOCs) from each team present during the transition to validate all data transfers. This ensured that no crucial information was overlooked. Even after the transition and the system going live, war room support remained available to address any ongoing operational issues.

For example, if a particular product transfer encountered errors in the new system during operational activities, the respective SPOC promptly communicated the issue to the IT team in the war room, facilitating swift resolution. Various departments also reported encountering errors with the new software system during operations. These issues were prioritized based on their significance and addressed accordingly, ensuring that critical problems were resolved within the designated time frame without major disruptions to business continuity. The entire transition took nearly three months to complete, culminating in the implementation of a live Warehouse Management System (WMS) from Microsoft Dynamics AX Citrix.

8. Analysis and Interpretation:

In this case, we witnessed a change management intervention undertaken by one of the verticals in Reliance Retail. The senior management team, alongside the middle management hierarchy, demonstrated

leadership resilience and adaptability during the technological transition, which involved migrating from Microsoft Dynamics AX Citrix software to WMS software for the operational and sales activity.

There was a period when the planned change faltered in its initial phase due to technical errors and glitches which could not be gauged by the expert and teams, impacting revenue generation significantly during the blackout period when operations came to a standstill. However, the senior management intervened decisively by postponing the transition for two weeks and reverting to the previous system during that time.

During this interval, they meticulously analyzed the factors affecting the transition, identifying blockers and accelerators, and subsequently refined the transition process. Opting to revert to the previous system during this period prevented significant business losses that would have occurred had operations remained closed throughout the vertical.

Post-transition, war rooms were established to provide ongoing support to all teams within the vertical. These war rooms facilitated training, issue resolution, and error handling, ensuring effective communication and understanding throughout the change intervention process.

The entire process can also be related with theoretical understanding from the field of Organization Development through Ronald Lippitt, Jeanne Watson and Bruce Westley 7 Stage Model which they developed after taking inspiration from Kurt Lewin's model and further enhanced it to a 7 Stage model.

In the model the 7 stages were:

Stage 1: Developing the need for Change which is that of the unfreezing stage.

Stage 2: Establishing the Change Relationship

Stage 3: Clarifying or diagnosing the client system's problem.

Stage 4: Examining and exploring alternative routes and goals and accordingly establishing the goals and intentions for the action intended.

Stage 5: Transforming intentions into actual change efforts.

Stage 6: Generalizing and stabilizing change

Stage 7: Achieving a state of terminal relationship which is terminating the client consultant relationship.
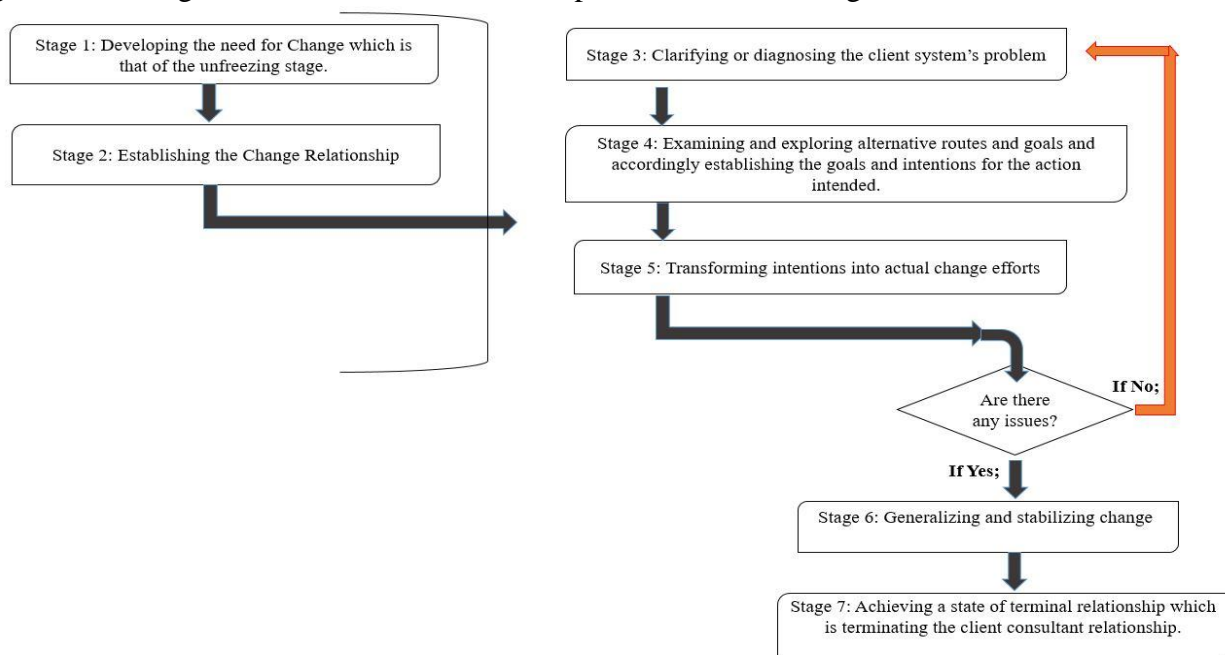

Fig 1: Developed by Chakraborty & Chaudhuri, (2024).

Taking inspiration from the 7 Stage model by Lippitt, Watson and Westley and further developing the process flow for Change Management Interventions

Here in the above case also all the phases were carried out and can be related to which the management did during the phase. Thus there is a strong correlation of the theoretical traits with the real life scenario.

The first two stages of the model deal with proper planning regarding the change. Firstly, to communicate about the change, its characteristics and the rationale behind the change intervention. Secondly assessing the motivation level and capacity for change as to whether the organization is ready or not to handle the change at that point of time. From the above case we have seen that in the first phase of transition there was extensive communication between the senior management and middle management levels regarding the requirement for the proposed change and its intentions. During this phase there were extensive communication and meetings where the motivation and intent levels were assessed across various levels within the vertical.

The next three stages dealt with the actionable regarding the proposed change where the requirements with respect to the client system's current problems were extensively discussed and what features they want in the new system. Post analyzing and assessing the requirements given by the client team (here the same is Reliance) to the project team who will do the transition process, alternative ways and solutions were explored and the plan was shared to the management where the "Black out Period "was proposed and how the transition process would take place with expectations by the project team from the client team. However in Stage 5 they faced serious issues during the blackout phase where the transition did not take place as planned within the time frame thus affecting the entire operational process. The senior management thus intervened over here re-assessed the situation went back to the third stage and again started the process post proper assessment as to where went wrong initially, took corrective actions and again worked on the transition process jointly coordinating with both the project team and client team where all the relevant stakeholders all kept on line throughout the process.

Finally post the transition, it reached the last two stages where it's all about stabilizing the change process by solving issues and errors which were popping up during the operational process with proper communication and prioritizing the issues as per business requirement. In depth training was given continuously throughout the phases so that employees felt confident and motivated to accept the new system without much resistance.

9. Conclusion:

After reviewing past literature, significant factors influencing resilience and leadership have been thoroughly examined. Much of the research in this area has focused on factors impacting organizational resilience and leadership styles amidst uncertainties. However, there is a notable scarcity of real-life case studies supporting these claims. Therefore, the discussed real-life case scenario involving Reliance, in one of its verticals, managing change during a time of uncertainty through effective communication and reassessment at every phase is particularly relevant. This scenario vividly demonstrates how senior management intervened efficiently and effectively. The entire change process highlighted various leadership styles adopted by management based on situational demands. Interestingly, while the theoretical 7-stage model for change typically suggests a top-down approach, in this case study, management encountered a blocker during one transition phase, prompting a reassessment back to stage 3 and a restart of the process, challenging the conventional model.

Consequently, the authors of the paper attempted to redevelop the workflow of the 7-stage model, taking into account factors such as coping mechanisms, communication, optimism, strong social resources, and adaptability to different situations, high tolerance for uncertainty, perseverance, and determination. These factors were found crucial in navigating organizational change and uncertainty, whether triggered by external or internal factors.

Thus, the initial claim made in this paper—substantiating assertions of past researchers and social scientists regarding the impact of various factors on organizational resilience and leadership styles during uncertain times with real-life examples—has been validated. This confirms the importance of these factors in organizational leadership's ability to effectively manage uncertain situations and change management interventions.

Future research in this field could delve deeper into studying more organizations that have successfully navigated organizational change or uncertainty. It could explore whether the aforementioned factors consistently play critical roles. Additionally, gathering viewpoints from senior leadership on what they perceive as crucial characteristics when dealing with change and uncertainty could provide valuable insights for further study.

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