

THE ROLE OF LEADERS IN THE CONVERGENCE OF TRAINING PROGRAMS WITH THE ORGANIZATIONAL STRATEGIES: A CONCEPTUAL STUDY

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Abstract

Many attempts to change the employee training process and to improve the results of it, with the integration, re-engineering, and improvement of the capacity of the trainer are carried out by managers in the organization, but due to the lack of sufficient attention to the need of the organization to have an effective leadership and its compliance with the organization's strategy, led to the failure of all attempts. Most organizations have chosen a wrong way in the convergence of their strategies with the employee's performance and the aim of the organization, also in the distinction between the challenges of adaptability of the organization strategies and the technical issues, and they try to resolve all these organizational challenges and problems by administrative and management methods. The consequences of all these mistakes, while the main reason for failure is not detected correctly in the organization have an impact on the training processes of the employees and led to the failure of implementing the plans and programs. The main purpose of this conceptual study is to find out the process of implementing effective training process in the organization and the impact of the leadership role in the convergence of the employee's performance and organization strategies in the training programs. The study will be discussed in detail the process of integration of training programs with the organization's strategy. In the first part of the study are compared the features and functions of leadership and management in the organization. In the second part, the need for leadership in the convergence of strategies will be discussed. Checking the leadership functions in compliance with the strategy will form the main part of the discussion in the third section. In the last part discusses the implementation process, from the perspective of challenges and obstacles.

Keywords: training process, leader's role in training programs, organization strategies, **synchronization**, convergence the strategies.

JEL Classification: M10, I25, L20.

Introduction

Today, the training and education systems are faced with the adaptive challenges in most of the organizations. The rapid changes of communities, markets, customers, competitors, and

technologies forced the training systems to determine the significance, developed or developing new strategies and learn new execution methods to improve their performance and capabilities.

Usually, the most difficult task for a leader in providing the knowledge needed the education and training systems is to know how to integrate them with the organization's strategy. The action of adaptability, when necessity is the role of the training process and leaders in the development of the quality performance of employees to be challenged, and the importance, need and values of training employees with the professional leaders and education system faces with conflicting views of the organization. When the organization starts to redesign, or when they doing development process or implementation of new strategies, or the senior managers typically complain of ineffective training results, it's the result of adaptive challenges. To solve the problems mentioned above, although the focus on managers in the organization is to develop the programs, plans and implementing them effectively are critical, but more importantly, is to how a leader, lead the training process and education system along with the strategies, goals and all programs in the organization. The following reasons are the organizations face in this change rotation role:

- For this rotation of the role, need a dramatic change the basic attitude of the organization on the concept of management. In the system, focusing solely on the individual manager's organization to provide a solution is the first step. In the employee's training challenges should have trust in the intelligence of them and wisdom of all the relevant factors.
- Change is always stressful. Change the approach of leading workers from a manager to a leadership, requires a change in the ongoing tasks and responsibilities for the different roles, establish extensive connections and relations between all workers in the organization, believes in the value of new behaviours, new roles. This kind of changing in the traditional system which they prefer to maintain the current situation in the organization is very difficult to deal with it and implement it and always has created serious problems in the implementation of new approaches. To explain the process of integration of training with the organization's strategy, compare the features and functions of leadership and management in the first part of this article will be explained. In the second part, about the need for the leadership in the convergence of strategies will be discussed. Checking the leadership functions in compliance with the strategy will form the main part of the discussion in the third section. In the last part discussed the implementation process, from the perspective of errors and obstacles.

Management

Management is the process different from leadership process, we can define the management as the process for effective implementation and monitoring the compliance and adapted programs with the organization's strategy. To get executed by this process requires an approach that everything a manager is doing need to reveal for a leader in an organization and create a good environment for the leader performance, regardless of whether the organization in what areas are active and what kind of strategies provides and follow. In the scope of education, a manager in addition the role of communication, information, and decision-making, the following tasks can also be expected to please (Greer, 1995): Management educational system (emphasis on leadership knowledge); Management employee in organization (emphasis on behavioural science); Management the courses in organization (emphasis on scientific management).

Leadership

From the perspective of educational leadership is an "insight and understanding" and helps in changing and complex environment knowledge needs of the organization and rules dealing and reaching it properly recognized, understand the new expectations of the skills and abilities required for employees, challenges in business clearly discover, and to respond these conditions, effective training programs be created (Langley, 1988). With this approach, leadership is the art of influencing goals and programs through harmony with the organization strategies and coordinates and organizes all relevant factors in order to meet the needs of the organization's knowledge. A leader in addition to knowing the specific knowledge about the training course, he/she needs to have enough skills about how to communicate with others? How to choose the right people for the right place? How to converge and match the strategies with the training courses? And how to ensure that all the employees and organization are able to receive the knowledge needed on time and completely. Accordingly, seven skills can be imagined for the leaders:

- Communication power (coordination between all members of the group) and create a reflection and continuous activities to share knowledge;
- Integration and alignment (capabilities to integrate goals and programs);
- Environmental awareness and Emotional intelligence;
- Motivation (motivates and encourages followers) (Greer, 1995);
- Avoid ambiguity (transparency in work, creating clarity in objectives).

Leadership and management features

Management and leadership are the act in the organization like the two distinct and complementary systems. Each has its own functions and activities and to succeed in a dynamic business environment and constantly becoming more complex, is a necessity in any organization. After this description, can be outlined for them the following features:

- Management is the arts of responding, meet the needs and expectations of the training system are created and by using it can be greatly facilitated the significant factors such as the quality and effectiveness and established order and stability for them. But the leadership is the compatibility and adaptability the changes.
- Organizations meet the educational and training needs in the first step with set goals and aims, develop details of the procedures to achieve goals and then allocate resources and managing them with the managers. In contrast, the leadership process begins with the constructive and effective change with the certain direction (vision) and to develop strategies to make the necessary changes in order to achieve that vision.
- Management improves its ability to reach the organizers aim with the organizing of resources, employing the experienced human resource, delegating responsibility to promote programs and develop monitoring and control system design. But the leadership activities at this level are to unite workers together. Means attention toward those who are able to build coalitions among people who are able to understand the vision and organization's goals, and have motivated and committed to achieving goals (Ciampa & Watkins, 2005).
- Finally, the manager tries to monitoring the process and projects in the organization through formal and informal ways, for ensuring of the goal achievement. But in the leadership process for achieving goals, motivate and inspire employees is required.

Need the leadership for convergence the training process with the organization strategies

Today, three main factors, the need to integrate education strategies in a variety of planning and implementation methodology requires:

- *Transformation*: The environment instability is the main challenge for organizational dynamics and the necessity for the survival and preparedness to deal with this challenge. For this purpose, it is necessary to answer the question, how much the organization has the quality and multi-functional human resources, and what kind of the plan designed to improve and training them (Adair, 2003).
- *Effectiveness*: Another important factor is to assessment rate of effectiveness of the programs. The effective implementation of training is a hard work, and the only solution to dealing with these challenges to believe and trust that a trainee progress has an effective impact on the organization need and knowledge, the necessity that often exists but simply do not understand and survival depends on the effectiveness of the training system. The training progress as much it can provide the needed of the organization with the best quality and at the right time, it can be hopeful dynamically processed. (Langley, 1988).
- *Outsourcing*: Part of the dexterity and effectiveness of training programs is that to find out, which programs are costly or implementing them will require various reasons such as budget constraints or time limitation outweighs the benefits be deposited to the outside organization or needs close and continuous interaction with universities and education centres, in order to provide the training needs of the organization (Cunningham, 1993).

Functions of leadership in convergence the training programs with the organizational strategies

- *Leading before change*: Since the most important function of training programs is changing, so create an outlook for the leading of changes is a major issue. Determined the direction and leading the employees, it's not like the planning which the managers are doing in the organization. Planning is the management process with deductive nature of the components and to achieve the timely and favorable results without the necessity of having the change in the system is designed. But more inductive determine the direction in which a wide range of data in perspective (it defines the organization's future) is collected. The point is the perspective and view of the future, doesn't need to have certain special innovations. Most influential perspective includes ideas that have already been known. What is important is to provide the knowledge needed in the organization and how much of it can lead to a realistic strategy (Kaplan and Norton, 1996).
- *Alignment before organizing*: The base of strategy formulation is the interdependence of its constituent elements to each other. Most processes by their objectives, subject, context and the results linked to many others. If the process non-compliance with the organization's strategy or the factors affecting it developed, then there is always the possibility that the effect is not desirable, is not achieved the expected outputs and results. What, more than anything else is important to unite the organization's beliefs about the effect, the impact, and need of training system in the organization (Langley, 1988). The most barrier in this way is the matching and adaptations the training process with common beliefs in the organization. Some managers distrusted the training

programs and in different ways create obstruct for the programs. The priority is to have an alignment and interacts with all employees in the program. It will help to the organizational consensus on the vision, goals and created training programs and a clear understanding of the orientation training to all levels of the organization without a sense of vulnerability and untruth the employees also will follow seriously and satisfy all the training programs (Langley, 1988).

- **Motivation ahead of control:** Doing the change and modification is the most important impact of the training processes, so the ability to motivate the employees and organization are very important to deal with the environmental and organizational changes. In leading process, a leader with motivating and encouraging try to do the mechanism of control over them and it is believed that for the realization the vision and achieving goals are always necessary to have motivation. Motivation, not by forcing the employees, but by satisfying basic needs, in the process of adoption with these methods in below a leader has the ability to motivate the employees: The training vision should emphasize on the value of organizational knowledge and personal knowledge (Adair, 2003); Contributing the employees in decision-making related to vision or part of it that they have the responsibility to perform (Langley, 1988); Support their efforts for understanding the vision with positive feedback (Langley, 1988); Rewarding and encouraging them gratefully, for any achieve success (no matter how small or big is) (Rothwell and Kazanas, 2003).
- **Qualitative development process before quantitative growth:** Development of the training program quality depends on establishing a delicate balance between all elements in the implementation process, and effective delegation of authority and since the delegation of authority has the direct relation with the common understanding of vision, so it is recommended as far as possible, have a simple defined of vision and mission. Create a perspective of the future is one of the main leadership responsibilities. Goals should be specific, quantifiable and executives and give the employee opportunity to have activity and action and assess their action result. The other main action in this way is to train the all relevant elements and employees to create a common understanding of the vision and goals, learning how to meet the challenges, learn how collective thinking has and provide feedback. Then the employee learns how to face the problems, complexities, and barriers, feel comfortable to have cooperation with others and, most importantly, to anticipate problems and predict the challenges (Kaplan and Norton, 1996).

Process of convergence the training with strategies

- **The situational analysis:** To identify the environmental factors affecting the matching and convergence process are performed. The situational analysis, covers the long-term goals, mission and vision, the capabilities of the organization and its environment. And answers to, such as questions: If the program and the process could not converge with the organization strategies, the situation how it will be in future? What are the needed elements to carry out the convergence and matching process? What are the obstacles that are created incompatibility the strategies and ways of dealing with them?
- **Design the process:** After analysing the situation, the convergence process should be designed. The leader should try to have a process according to analysing the environment, for creating a strategy of training. For this purpose list of usable strategies must be counted, and then with use the output of the last stage, a process that helps to

facilitate and accelerate the work chose. The participation of all relevant factors, which contribute to the process or have benefited from the results of the process, can minimize the risk of error in programs.

- **The synchronization:** The leader should check carefully all the potential options that can be used in the synchronization process to increase their efficiency in solving problems and using the opportunities. For this purpose, it is necessary to: create an organizational structure in accordance with the strategies; coordinating and synchronization skills; create and develop resources and skills training with the strategies (at the executive level); create a culture of training in accordance with the new strategy (Rothwell and Kazanas, 2003).
- **Evaluation:** For the following reasons control the convergence training process with strategies and analyze the results is essential: determine the amount of realization anticipated goals and objectives; determine the interaction of programs with the organization strategy and check the environment in which the process of synchronization done; create the necessary situation for a continuous improvement program; prevent the diversion in programs and fix defects and provide appropriate solutions; help to increase the efficiency of all the elements involved in the program.

Leadership mistakes in convergence the training process with strategies

- *Convergence doesn't have executive value* (Adair, 2003): The convergence strategy, when is valuable to inspire the training system and help them to understand how to match and coordinate their duties with the organization's strategies. This synchronization can be used as a guide to prioritize in the important training decisions and both organizations and employees reach to the common understanding of the educational needs.
- *Lack of proper justification the employees:* Leadership process always involves collaboration and communication with employees and these activities that occur only in a conducive environment. This plan in the first step is needed the sufficient knowledge regarding the necessity, purpose, and the conditions of convergence the training process with the organization strategy. For this purpose, it is necessary to all the factors related to this process has the sufficient information and justifies them in the five fundamental issues: priority, timetable, impact, participation, obstacles (Rothwell and Kazanas, 2003).
- *Employees and elements in the program couldn't understand fully the strategies:* Create strong communications networks within and outside the organization, using the new and updated information about environmental change and new technologies are the most important requirements of the convergence process in the organization. Networking and information system in this way can help to identify the needs of the organization knowledge and also give them strategies for eliminating and removing the deficiencies, inconsistencies and shortcomings in the organization.
- *Ambiguity in delegate responsibilities:* While in many training systems the leaders try to carry out all the responsibilities without request any help from other parts or without having complete information and this will lead to the failure in running the process and unsuccessful result.
- *Reduce the amount of support from senior managers:* The tasks and responsibilities for management are changing rapidly. As much as managers have more participation and higher support, the implementation of the convergence process will proceed quickly and

more easily. Perhaps this method is time-consuming but will create, trust, commitment, increasing understanding and sense of ownership over the training system between staff.

- **Failure to detect obstacles and barriers:** Because of the organization environment's changing and dynamic features' of the environment so, unforeseen events may unravel when leaders and managers are planning or implementation the process. These barriers must be recognized and identify and when any uncertainties situations occur, all and everyone involved, in the process should be encouraged to create innovative solutions to overcome obstacles.
- **The benefits of effective leadership:** Focus on the leadership can enable the training system to work innovative and creative and also help the organization to create a future and work better to achieve their goals and select better strategies for development the organization. I believe that the issue of this convergence between training programs and organization strategies is the most important result of leaders in the system. The most important results of effective leadership are doing the best change in the process of aligning the strategies with the training program in the organization. The effective leader can act as the guide in the system and make clear the direction of training program activities in the organization. Set the priorities and help to develop the training strategy and try to create effective action and specialized teamwork. An effective leader has the ability to identify and respond to the environment change, identify all new opportunities and unexpected threats and facilitate the way to deal with challenges and can help with the management in assessing the need for increasing the quality of labour force in the system (Cunningham, 1993).
- **Obstacles and Challenges:** There are various reasons that some organizations are reluctant to convergence the training programs with their strategies: lack of awareness of the real situation of the training system and its role in improving the quality performance of employees in an organization; self-delusion about the current situation of the training programs; tend to maintain the current situation and scare of having the change in the system and having the negative view in relation to any change in the system (Ciampa and Watkins, 2005).

Conclusions

Many of training systems nowadays are facing with the problems of excess and extravagance in the management and leadership process in the organization and need them to increasing the capacity of having the leaders in their systems. Most organizations habited to manage the training process and solve all the challenges and barriers in the convergence of the training process and strategies even the technical problems with the manager's methods and power. And unfortunately, the impact and the consequences of this wrong action will lead to the failure of many training programs, while the main reason for this failure always will not detect and unidentified. The uncertainty about the business inconstancy situation, rapid technology change, mix the required skill of human recourses and ultimately improve the effectiveness of training programs, are the elements which the need for full convergence the training system with the organization's strategies required. The main purpose of this article is to concentrate on the need and importance of leaders as the main part of convergence the organization strategies with the training programs and a necessary part for facing the challenges of inconstancy situation an environment. Also with using leaders will be able to decrease the risk of performing the training programs in the organization. It is clear this aim cannot be achieved unless the organizations know and

understand the values and the need of leaders and with the effective management planning tries to implement the training strategies and improve their quality activities in the organization.

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