ABSTRACT:-

In the midst of what seems like a never-ending crisis, managers need to develop skills that allow them to rise above the fray. Globalisation and disruptive changes have made the organizations realize the need and importance of leadership in turbulent times. One critical factor for the success of organisations in such turbulent times will be the leaders at the helm of affairs. To grasp these opportunities and drive business success, leaders will need to demonstrate new approaches and diverse sets of behaviour. This paper is based on findings from service sector companies primarily Consultancy Service Industry and Information

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In the midst of what seems like a never-ending crisis, managers need to develop skills that allow them to rise above the fray. Globalisation and disruptive changes have made the organizations realize the need and importance of leadership in turbulent times. One critical factor for the success of organisations in such turbulent times will be the leaders at the helm of affairs. To grasp these opportunities and drive business success, leaders will need to demonstrate new approaches and diverse sets of behaviour. This paper is based on findings from service sector companies primarily Consultancy Service Industry and Information Technology Enabled Services (ITES) Industry, which were evaluated through appropriate statistical techniques (surveys and factor analysis) and demonstrated a gradual shift in the nature and practice of leadership. The paper uncovers the changing traits and skills of leadership in the light of this increasing complexity and describes the individual capabilities one should build and inculcate to be an effective leader in turbulent times. Effectively leading through turbulence calls for sustaining one's values and remaining calm when others around are not able to do so. The leader who can keep positive attitude during turbulent times

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and avoid negative approach will lead a better and more productive group of followers. This study will be of significance to practicing leaders, researchers, and development experts who are involved in exploring different dimensions of leadership in times of complexity and turbulence.

Keywords:

leadership Skills, Changing Paradigm, Turbulent Times .

Golden Research Thoughts

INTRODUCTION

Turbulence in corporate world is like a permanent white-water, something that executives need to deal with almost always as a constant state. In light of these corporate realities, leaders today may have to modify their past understandings of what effective leadership means. This also involves deciding on the desired form of actions required to bring in sustainability and implementing changes in the organization successfully. Prior research on leadership skills and principles forms the initial concept of the present study. The purpose of this paper is to explore how the nature and traits of leadership is transforming in light of ever increasing complexity and instability and what exclusive skills will be required in a leader to handle the trauma of difficult times. This paper is based on primary findings (applying the generally accepted research methods in human resource development that incorporates survey and factor analysis) from service sector which include Consultancy Service Industry and Information Technology Enabled Services (ITES) Industry. These sectors were chosen as the area of research as their contribution to the resilience of the economy is significant, which has enabled them to survive major crisis (The Economic Times, June 2012).

This paper has tried to explore various paradigms of leadership in turbulent times and is accordingly divided into seven sections. After the introductory Section, Section 2 reviews some classical and significant works in the field of leadership. Section 3 puts up the question for the research study; Section 4 describes the data and methodology; the result of the study has been depicted in Section 5 of the paper; Section 6 discusses the implications and finally Section 7 concludes with the scope for future research and findings of the study. This paper adds significance to the existing body of work due to its distinctive future perspective and its practical implications.

LITERATURE REVIEW: BACKGROUND FOR THE RESEARCH

To establish a foundation of knowledge about the effectiveness of leadership skills and traits, a review of research work in the field of leadership is attempted. In this section, we have briefly looked at some of the major theories, observed various styles of leadership and reviewed some of the traits and characteristics that leaders should have to achieve greater organizational results. In the subsequent part, we have discussed about the complex challenges in leadership. These challenges come in varied forms of expectations imposed by the society, where leadership is described as a spectrum of service to combat these challenges.

Leadership at a Glance

Reviews on different leadership literature reveal a developing series of concepts from "Great Man theory" to "Indian approach to leadership style". While early theories focus upon the various types and behaviours of successful leaders, later theories highlight the role of followers and the dynamic nature of leadership:

Great Man Theory: At first, leaders were considered to be born and not made. It was believed that leaders were exceptional people, gifted with exclusive qualities, destined to influence and lead (Carlyle, 1907). The term "Great Man" was used because leadership in the latter twentieth century was considered largely as a male, military and western concept. Galton (1869/1870) was the first person who conducted an authentic study of this approach. Influenced by Galton's study of the hereditary background a number of early theorists of great men tried to explain leadership on the basis of inheritance. The Great man theory ultimately developed into what is known as "trait theory" of leadership.

Trait Theory: Based on the characteristics of many leaders, this theory states that a finite set of personal traits mentioned in the first half of the twentieth century helped in distinguishing effective from ineffective leaders. One of the first trait theories came about at the time of the famous Greek physician named Galen. He proposed that the personality of human beings was a reflection of four hormones (fluids). There are some other traits which have also been linked to successful leaders. Stogdill and Bass (1982) characterised leaders by task accomplishment, self-confidence, tolerance of interpersonal stress, and the ability to influence the behaviour of others. Researchers very often have disagreed over which traits are most significant for an effective leader. Leadership exist in abundance and there is no universal list of traits for successful leaders.

Behavioural Theories: Researchers believed that behaviour, unlike traits can be learned. This theory takes a different approach as they determine what effective leaders do rather than figuring out who effective leaders are. The study of leadership in this period mainly focused on leadership styles and leadership functions (Mullins, 2000). Blake and Mouton (1964) took the most path breaking step in understanding the behavioural aspects of leadership and proposed a more comprehensive theory called 'Managerial Grid'. This theory categorizes a range of management behaviours based on a variety of ways the task-oriented and employee-oriented styles can correlate with each other. The Grid provides an advanced learning package with probable applications for those who wish to study organisation development (Yukl, 2006).

With this the researchers developed several other useful leadership models like transformational leadership, transactional leadership, and contingency or situational leadership.

Transformational Theory: J.V. Downton was the first author to coin the term "Transformational leadership", in his book named "Rebel Leadership: Commitment and Charisma in a Revolutionary Process", (Pielstick, 1998). Transformational leadership displays the concept of change, and the leaders according to this theory are said to be value oriented, self-aware, flexible, competent, and sensitive to the individual needs of a team (Burns, 1978). The ultimate purpose, as the name reflects, is transforming and moulding of followers' goals, vision, and sense of principle into an organized team. This style of leadership focuses on concern for people and their individual needs. Bass and Avolio (1993) further classified skills of transformational leaders into "Four I's" namely, idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

Transactional Theory: Assuming that people are mostly motivated by conventional reward and punishment, this theory highlights the importance of the bond between leader and followers, where the leader delivers rewards or recognition for the obligation or loyalty of the followers (Bass & Avolio, 1990). Burns (1978) stated that the difference between transformational and transactional leadership lies in what leaders and followers put forward to one another. With the passage of time a number of researchers have added to Burns original theory. Avolio, Waldman, and Yammarino (1991) suggested that transactional leadership deals with different ways to handle the status quo and sustain the day-to-day operations of a business. It does not consider the future of the entire organisation, situation or employee into account while offering rewards (Crosby, 1996).

Situational or Contingency Theories: Situational theories are also known as Contingency theories, which meant that 'something dependent on another uncertain event'(Owens, 1995) for leadership. Among the various contingency theories that the researchers have proposed, the most famous was developed originally in 1982 by P. Hersey and K. H. Blanchard which was termed as "situational leadership" theory. Unlike Blake and Mouton's leadership grid, this leadership theory holds that the most appropriate behaviour or action of a leader depends on the situation and on the followers. In this theory, 'Leadership effectiveness' depends on internal and external factors called as 'situational variables'. This approach was originally called "zeitgeists" (Luthans, 1998).

Indian Approach to leadership: Indian and Western business leaders both deal with demanding worlds and convey a vision of where they want to take their enterprise. At the same time, Indian and Western executives have evolved distinct leadership styles that, in India's case, have helped motivate unexpected business growth despite challenging business conditions. Indian approaches to leadership gives importance to practical aspects of life. Ancient Indian approach to leadership is a great approach and is a highly useful tool for any aspirant who want to become a leader and for any leader who desires to be efficient in his operations and create effectiveness in the organization (Gopalakrishnan, 2000). Indian business leaders think broadly and act rationally. They first set grand plans and then continually test the same through trial and error, to check what works and what does not. Indian leaders deeply emphasize on creativeness and adaptability (Basu, 2012).

Each of these theories reflect shift from developing leaders towards developing truly empowered organisations by bringing out leadership in everyone. Leadership is therefore, expected to continue as a significant issue in management in the near future, especially in light of globalization and uncertainty. It is crucial to efficiently lead and inspire a diverse workforce, exposed to a turbulent external environment.

Implications for development in leadership perspectives

Going through a detailed study on different leadership theories and perspectives, it becomes obvious that the global growth of an organization, in India, as elsewhere, depends on developing effective leaders. Leaders always have to be self conscious, alert of their effect on others and of their skills to influence their own organization. A successful organizational leadership should be strong on global concerns and emotional intelligence to create competitive advantage in this transforming landscape. The smart organizations will be the ones who seize these transformations as an opportunity and the key to the same lies in dealing with three interconnected dimensions of organizational change i.e. leadership, technology, and culture simultaneously (Abbas & Asghar, 2010). Integrating all facets of concerns into core business will open up the opportunity for the organizations to connect the hearts and minds of their employees, customers and shareholders. This major step will in turn help in building the possibility of greater business success.

Complex challenges in leadership: Societal expectations as complex challenges

Certainty has no role to play in the society in present time. Latest study has predicted that the exponential sample of current change is so sudden that we would be observing the counterpart of all the key

milestones of the twentieth century by the year 2025 (i.e. electricity, internet, automobile, nuclear energy, space journey, human genome sequencing, WWII) in less than a week (Modis, 2003). In the midst of these progresses, will come varying issues concerning the role of business within our global society on a number of fronts comprising of globalization, demographic changes, insufficiency of natural resources, and fading social structures (Connor and Mackenzie-Smith, 2003).

The outcome of varying societal issues appears in the form of composite and critical challenges that result from an unforeseen event. It places new expectations on organisational leaders all the time more as it demands additional transparency, societal involvement and a justifiable corporate social responsibility (Martin, 2007). What is common among organizations nowadays is that each faces identified and unidentified threats to its existence (Mitroff & Kilmann, 1984; Perrow 1984; Shrivastava, Mitroff, Miller, & Miglani, 1988). The more evident and predictable the threat, the possibility of its people and systems using innovative understandings, processes and perspectives to deal with it turns out to be significantly more. Critical challenges faced by many organizations include adoption of sustainable production processes by manufacturing firms, integration of cultural diversity by organizations and the different role of global business in the broader society (Dalton et al., 2002). These challenges demand organizations to integrate societal change into business at an ever-increasing rate and run through advanced levels of collaboration. Thus, leadership in near time will have to practice a fundamental transformation in order to respond in different innovative ways to combat various composite and critical challenges.

Managing the challenges and transforming nature of leadership

Regardless of business, the location or size, the world is experiencing a fundamental change that will influence the very nature of work and leadership (Hamel, 2007; Wheatley, 2001). Within the framework of modern organizations, understanding how to best deal with and survive large scale changes has become a significant factor in their execution (Szamosi and Duxbury, 2001). Leadership in this overall scenario has been the source of extensive investigation than any other aspect of human behaviour. In the beginning, the researchers looked for fundamental changes in the way leadership is being observed in the literature and only broad definitions of leadership could be found. More remarkably, when Rost (1991) analyzed around 587 articles on leadership it was found that 366 of the papers did not offer any common definition of leadership. The "comfortable realities" of the past have been hysterical, forcing leaders to navigate a tentative road ahead (Fitzgerald, 2007). (Kirkpatrick & Locke, 1991) on various traits of leaders have argued that "key leader traits" consist of: drive, honesty, self-confidence, cognitive skill, and awareness of the business. Through his distinctive studies Stogdill in 1974, elaborated different skills a leader should possess like, "adaptable to situations, observant, ambitious, assertiveness, and cooperative, decisiveness, dependable, influential, energetic, self-Confident, persistent, and tolerant of stress". It requires a distinct type of leader to be successful in this environment and organizations who look forward to these leadership attributes will not only survive tough times -they will thrive.

Leadership is a spectrum of service

The evident change can be noticed in the nature of leadership. Leadership in today's business scenario is coming up as a continuum of service. The service-oriented leader of the 21st Century puts up a culture of community (Goldsmith, 2006), shared purpose, and service (Rao, 2006), and treats staff and other stakeholders as social group and partners (Stallard and Pankau, 2008), and with utmost dignity (Fairholm, 1996). Eventually, a leader is not judged so much by how fine one leads, but how well one serves. Every single value and contribution is attained through service. Leaders serve the society, an organization, the workforce, customers and relationships. Leadership is thus, a spectrum of service. Their value creation is directly linked to how well they serve their constituencies.

RESEARCH QUESTION

There has always been an argument that organizations are facing immense difficulties and so are the leaders in addressing new challenges like uncertainty in the global economy, challenges of globalization, creating and incorporating of innovative culture and lack of a sophisticated problem-solving competency. In these challenging times, a sudden event can have a dramatic longer effect; effective leadership thus becomes critical in building up confidence and creating a bright future. Previous studies have also revealed that the leaders need to be attuned to the real-time situation and the best way of bringing problems under control, lie with leaders who apply good business management qualities to resolve critical issues. The real meaning of leadership hence lies in understanding uncertainty and difficulty people are facing and direct them with innovative leadership skills and qualities. In context of the theories discussed in this paper, leadership has thus evolved as a continuum of service which proves "Leadership is an art, something to be learned over time" (DePree, 1989). This paper is thus an attempt to answer:

Research Question: What are the most important skills and traits required in a leader to handle the trauma of turbulent times?

RESEARCH METHODOLOGY

Research Instrument

The present study incorporates a questionnaire survey approach and the primary data for the study was collected with the help of the same. The choice of the research design was chosen based on the nature of the research question developed. Before developing the items to be included in a questionnaire, the research question was clearly defined and ensured that only relevant items that are directly linked to the research question are being asked. To avoid re-inventing the wheel of developing a new questionnaire, the available questionnaires, articles and existing body of literature on leadership theories, skills and its role in combating crisis were thoroughly analyzed. Further on, after a detailed study, the available questions from Emotional Intelligence Scale and Benchmarks 360° feedback instrument (Centre for Creative Leadership, 2003) were adapted and refined. The purpose of the Emotional Intelligence Scale instrument that consists of 33 items is to help individuals understand and develop emotional competencies and skills to reach their potential as well as to improve their performance in a critical situation. On the other hand, to measure behaviour significant for decisive situation, as well as, to identify what lessons may so far be learnt in order to develop significant attitude for an organization or to an individual's success, a comprehensive 360-degree assessment tool was also referred for the present study. This tool consists of 13 items that describe the behaviours required for leadership excellence. Combining both the tools, out of the total 46 items, self structured items were formulated where necessary. This finally developed into a self constructed 15-item questionnaire that was used to measure leadership capability in thriving turmoil from an organizational context. These items have been constructed based solely on the review of literature and considering the objective of the research study. The leadership skills have been measured on the five-item scale of Likert, where each statement has five options 1 to 5 (not important, least important, moderately important, important and extremely important) and the respondents were asked to select the option that suits his/her choice. To draw out responses a cover letter was provided that constituted the information as to why, the study is being conducted; who is doing the study; why it is important to respond and the information provided is only for academic purpose and will not be shared with others.

To ensure the reliability and internal consistency between the items, Exploratory Factor Analysis (EFA) was conducted. Exploratory Factor Analysis is used for orderly simplification of interrelated measures with the help of Reliability testing and Cronbach's Alpha. Cronbach's alpha is used to measure the reliability of the items and determine the internal consistency or average correlation of items in a survey instrument. Initially the questionnaire was pre-tested on a small sample size of 30 respondents, whereby the cronbach's alpha came out to be 0.78, which is an acceptable reliability coefficient. Finally, Confirmatory Factor Analysis (CFA) was conducted to generate the pilot sample observation on larger sample which stood significant in testing whether measures of a construct are consistent with a researcher's understanding of the nature of that construct (or factor).

Sample, Procedure and Measurement

The population of the study includes the personnel of the Human Resource (HR) Department (HR Vice President, HR Manager and HR Executive) from Consultancy Service Industry and ITES Industry.The locations of the companies are in the Delhi and NCR region (Delhi, NCR being one of the industrial hubs in India). The companies were shortlisted based on the addresses obtained from the local yellow pages. There were 120 companies which had clear address and contact numbers, therefore were included in the final sample for the study. In total 120 questionnaires were emailed to the personnel of the HR department of each company. Out of 120 questionnaires distributed, 92 questionnaires were found to be usable. This gave a return rate of approximately77 %. The data was collected between June and September, 2012. All the questionnaires were sorted and the variables were thereafter coded. The questionnaires were analyzed using the SPSS statistical software (version 17.0). A factor analysis was carried out (Table 2 of Appendix 1) where the factors were extracted from the principal component analysis and also varimax rotation was carried out to see how groupings of questions i.e. items measure the same concept. This simplifies the interpretation since, after a varimax rotation, each original variable is likely to be associated with one (or a small number) of factors, and each factor signifies only a small number of variables. Lewis-Beck et al. (2003) mentioned that varimax searches for a rotation (a linear combination) of the original factors such that the variance of the loadings is maximized.

RESULTS AND ANALYSIS

Research Question: What are the most important skills and traits required in a leader, to handle the trauma of difficult times?

Leaders occupy an important role in the organization at large. Many of today's leaders face a world which is portrayed by a complicated environment. Lack of strong leadership skills ultimately creates more

problems. The situation then demands for a quick and decisive action to deal with the turbulence in an unconventional way. Based on the framework provided in Emotional Intelligence Scale and Benchmarks 360⁰ feedback instrument, human resource professionals from ITES and Consultancy services were asked about the leadership skills they thought would be crucial to handle the trauma of difficult times. Keeping a close watch on the emerging business scenario, a list of 15 leadership skills was compiled based on their significance in the near-term prospect. A factor analysis was performed where the varimax rotation method was incorporated for the detection of factors each of which is related to few variables. This finally reduced and narrowed down 15 items to more specific and relevant 7 factors namely, Realistic Optimism, Finding order in chaos, Setting Direction, Excellent Communication, Authenticity, Global Outlook and Creative thinking (shown in Table 1 of Appendix 1). These are those leadership skills that are exclusively needed to thrive in the turmoil and to be successful in the future. To get clarity about the important role, these specific leadership skills play in combating tough times we again did an extensive review of some of the available major literatures contributing to the present study. The importance of each of the 7 leadership skills is briefly described below:

Realistic Optimism

Optimism is a crucial characteristic of successful visionary leaders. Optimism is mostly taken to be positive expectation that things will turn out well. Confidence, anticipation and reasonable optimism are key advantages in uncertain times; they help people at responsible positions to be more resilient and more innovative (Pandey & Pande, 2013). The exceptional leaders demonstrate an ability to understand the actual circumstances of crisis situation and see a chance to excel. Managers must have a passion for confronting reality and being aware of the risks prevailing to avoid unforeseen situations. Realistic optimism as a skill characteristics demands remaining confident even while recognising the risks threatening the organisation's survival); and dedicating oneself to pursue a noble cause and winning the team's commitment to that cause.

Finding order in chaos

One of the vital attributes of leaders is finding order in chaos (Menkes, 2011) which can be done by maintaining clarity of thought and having the drive to solve the puzzle during turbulence. By modelling the correct response to crisis and feeding on the energy that it brings, you can create a context for your people to do the same. Through many examples, Menkes has guided leaders that to solve the issues they face, it is necessary to listen to and learn from others. Solutions that are created in a vacuum (without listening to others) are left with sub-par answers to tough problems.

Setting Direction

Leadership is about coping with change and bringing in transformation. Part of the reason it has turned out to be important in recent years is because of the business world becoming more competitive and more unstable. The technology is changing at a faster pace and with greater international competition making its ground; the changing demographics of the workforce also have contributed to this shift. Thus, doing what was done yesterday, or doing it a bit better, is no longer a roadmap for success. Major challenging changes have become necessary to survive and compete effectively in this mixed environment. More change always demands more leadership. In 2001, Szamosi and Duxbury, contributed in the field of research, mentioning that there are some vital changes, such as a lay-off, merger or acquisition, which may disturb an organization's goals and strategies. Effective leaders must reorganize the company's direction to sustain the change and ensure future success. Setting an appropriate direction ultimately provides motivational accountability, reduces confusion and conflicts, enhances performances and leads to better time and resource management.

Excellent Communication

Regardless of whether the business environment one is working in is better or worse, Communication is one of those dozens of things that can help a leader manage through turbulent times and beyond. Goldsworthy in 2009, in his study, has very clearly portrayed communication as the lynchpin of leadership. Tough times require more frequent communication. An excellent communication creates an atmosphere in which timely and high quality information flows efficiently within an organization that eventually encourages open expression of ideas and opinions. In a turmoil state of affairs, the business leaders tend to avoid disclosure, which is a wrong approach to cope up with turbulent times. Tough times involve more frequent communication (Rost, 1991). Communicating openly during challenging times can eventually help in building teamwork and cooperation among employees. The skills to listen, invite questions and create effective two-way communication generate trust and can prevent problems during times of change.

Authenticity

Living authentically means one can trust himself and his motivations completely. When one is honest with himself and others, he has the strength and sincerity to deal with problems quickly, instead of call a halt, or ignoring them altogether. Authentic leaders perceive themselves and others truthfully and take responsibility for their feelings and behaviours for all time (Avolio and Gardner, 2005). They demonstrate high levels of modesty to their intentions and commitments. Brown clearly defined in his paper what actually authenticity calls for. Authenticity means signifying consistency between words and actions, and being consistent in the various roles that leaders play. Living an authentic life is more rewarding than hiding your true self. When one lives authentically, he doesn't have to worry about what he said, how he acted, or whether he did the right thing. Authentic leaders know themselves—their own values, strengths and weaknesses. This helps in preparing them to manage themselves, and others, under unfavourable circumstances.

Global Outlook

Gaining a global outlook helps in finding out ways in this unstable environment by positioning one's own skills and attitudes within international and multicultural contexts. It also helps in responding to unforeseen events in ethical, confident, and informed ways. As the trend of global markets become stronger, leaders' quest to understand the political, cultural, economic and legal effect also increases. Major factors that make global thinking crucial for future are the remarkable increase in global trade, and integrated global technology, like e-commerce. Technology can help break down barriers to global business (Greco & Roger, 2003). Leaders who are capable enough in making globalization work in their favour will have a significant competitive advantage. In the environment of turbulence, globalization, tough competition and the economic commotion are some initial alert signals from the market the leaders must begin to observe. The message is clear. If survival is the aim in the new millennium, then change becomes imperative. Change is obligatory not only in the work, but in the thoughts of how we think about ourselves, organisation and our lives (Stogdill, 1974).

Creative thinking

Innovative leadership is the skill to view situations from various perspectives and produce unique approaches to problems (Choi, 2004; Adelman, Parks & Albrecht, 1987) and also helps in perceiving the world in new and remarkable ways. Innovative leaders persuade and inspire innovation, thoughts and out of the box thinking. "Innovation is very likely to be an inherent part of an organisation in India, especially since many businesses here are entrepreneurial in nature" (Adil Malia, Essar group). The top leadership must value creativity and should enthusiastically encourage new developments. The top leadership of the organization must value creativity themselves and be enthusiastic about encouraging new development. Diversity is a key ingredient for innovation to take place. Therefore, leaders must encourage creativity and innovation through creating a friendlier environment for diversity to thrive. Thinking-Outside-the-Box requires individuals and businesses to dare and develop their way of thinking. It provides a path to create and implement innovative ideas and solutions to address difficult situations.

In a dynamic environment, where innovation evolves as a prominent factor, leadership is no more a fixed role. The present nature of workforce is changing and facing issues such as downsizing and weak corporate loyalty. This uncertain scenarios demand for a new type of leader-one who can build confidence and can become flexible in an increasingly turbulent environment. As we proceed further into the new era, leadership is moving from being more traditional to becoming more competitive, innovative and collaborative. It focuses on continuous adaptation and improvement. The enlightened leader of today and the upcoming leaders need to understand strategic and operational aspects of change. They need to make sure this change is undertaken positively, so that it achieves corporate outcomes in the form of building capacity and promoting employee wellbeing.

DISCUSSIONS

Outlook for the Consultancy Service Industry and ITES Industry

The literature review shows that over the past decade, mega-trends like changing regulatory structures, availability of product in abundance and e-commerce and information technology, would probably have a deep impact on businesses and markets (Useem, 2010). In order to avoid such breakdown of the industry, it becomes necessary from the organisational point of view to make out if the current organizational culture maintains required change initiatives and also to identify the core skills required to effectively deal with this change. This calls for today's leader to be a mastermind—having a strong sense of balance towards continually changing business demands. In this competitive and customer-driven environment, when unusual complexities are reshaping the Service sector, this study is an attempt to find out the major skills that leaders need to practice and develop to bring up universal improvement within an

organization. While trying to explore these skills in Consultancy Service Industry and ITES Industry, it was found that effective leadership skills are vital for the success of the Consultancy Services Industry due to the nature and important role consultants play within the organization and that every single business at some point of time looks for different types of consultants. On the other hand, ITES refers to the outsourcing of processes that can be enabled with the use of technology where every industry (banking, financial services, retail, automobile, manufacturing, telecom, etc) depends on IT for technology and software solutions. Hence, in order to fuel the growth of both the industries, effective leadership skills are needed to lead at the managerial level. The seven leadership skills that were extracted in the present study with the help of factor analysis are namely, Realistic Optimism, Finding order in chaos, Setting Direction, Excellent Communication, Authenticity, Global Outlook and Creative thinking.

Consulting is a service offered by a professional adviser. One of the most important leadership skill, a consultant needs is the ability to communicate well with others, where one has to handle people by listening and speaking to them in order to consult well. In dealing with all diverse types of businesses, with different rules and policies, depending on just one answer to a problem, one has to have a skill that involves having realistic optimism. Working with other people as a consultant constantly, calls for finding order in chaos and having an ability to come up with creative ideas. In a situation where an owner or a manager is looking to someone to tell them what to do to make their corporation better, a consultant needs to be authentic and show them direction which is realistic and useful. Parks, in 2005, mentioned that when it comes to consulting, to be triumphant in one's area, he has to think of many solutions to the same problem as there is no sitting back and letting someone else seize the opportunity. Badillo, in 2007, mentioned, over the next decade, an intensifying number of powerful drivers of change in business that leads to turbulence will call for a higher concern on authenticity, innovation and adaptation, by both organisations and the consultants that look forward to serve them.

On the other side, the ITES sector is an interesting subject of study, due to the exceptionally dynamic nature of the ITES sector. Given the unique nature of the business, management needs to have a realistic optimism approach in order to keep up with the customer's ever changing demands and to cope up with the competition. Due to the unusual complexities in the ITES sector, the CIO plays a central role in initializing and supporting the flexible, well-trained workforce, wherein a wide range of technologies and tools are required to facilitate an adaptable workforce and improve the productivity of the same. Being the main provider of these resources, the IT department plays a key role in finding a right order in chaos and ascertaining that the organization is able to connect the skills and capabilities of the entire workforce. CIO, being the leader of the IT workforce, at the same time can apply a number of key skills to direct and develop the effectiveness of the IT function throughout the organisation. As technology keeps on advancing and playing a vital role in enabling business strategy in ITES sector, IT companies would need to take account of the value-chain right from inventing to innovating in business models, to executing till enhancing the technology offerings. Clients and customers are the core of ITES sector. Satisfying and retaining the clients, is of utmost importance to the CIOs, therefore being authentic towards the people, policies and system on his part, plays a vital role in flourishing and sustaining the growth of the business. In order to meet client's needs and to build up strong customer base, adequate communication skills and active listening skills are required to understand and to empathize with customers.

CONCLUSION

High-quality leadership acts as a competitive advantage for organizations. A leadership skills list intended around individual, people, relationships and organizational learning is essential for 21st century leaders, for positive and sustainable results. To facilitate businesses in playing a lead role in moving towards a sustainable economy, it is important that individuals at every level in all types of businesses are equipped with the fundamental leadership skills they require to take action. While further research is needed to understand the flexible nature of challenges, the present study would aid as an advantage to researchers as well as organizational practitioners. As indicated by the findings of this paper, organizations have taken in historic change in their practice of leadership by making an effort to attain an innovative approach rather than falling into the same traditional approach. For instance, organizational leadership at present is being well thought of more of a collaborative and a competitive approach that occurs throughout the organization rather than just a process or position someone holds. Yet another most relevant to the focus of the paper, is the keen level of expectation regarding the role of the business in society. This calls for a boundary-less, combined, and evolving forms of leadership. The skills and behaviours build trust and relationships. These are investments that pay off in better efficiency, sustainability, and success. In order to protect ones business in downturn, developing a culture that creates and upholds effective leadership practices becomes too crucial. Turbulent times should be thus seen as a new opportunity to renew, reorganize and rethink. The world is chaotic and this can change an organization's situation overnight. The present study has explored leadership skills, focusing mainly on Consultancy Service Industry and ITES Industry, which are needed at all the levels of management. As outlined in the earlier sections, building leadership skills is significant in Consultancy Service Industry and ITES Industry in order to maintain its competitive edge in turbulent times. To add a roadmap to our study, we call on other researchers to compare and contrast other theories and perspectives on leadership, with an objective of developing a composite

understanding of changing paradigm of leadership skills in turbulent times in organizations. As the capacity to find the right skill in the right place becomes more complex, the hunt for high-potential leadership talent will therefore require enlarging beyond traditional pools.

LIMITATIONS OF THE STUDY

This empirical research is based on the extensive review of literature on leadership skills and qualities. One of the limitations of the study could be the small sample size used in this paper. Secondly, location could also be a constraint for this study, as this paper is limited only to the companies in Delhi/NCR region. The other limitation is that, the paper has focused primarily on Service Sector (Consultancy Service Industry and ITES Industry) which could further be examined and compared in other sectors as well.

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Appendix 1

Table1
Specific leadership skills crucial during turbulent times

Factors	Leadership Skills	Specific Leadership Skills after Factor Analysis
1	Have a passion for confronting reality Pragmatic mindset Global sensitivity	**Realistic optimism**
2	Clarity of thought Analytical Zeal to solve a puzzle by engaging your staff	**Finding order in chaos**
3	Straightforwardness Motivating employees Employees' Participation	**Setting Direction**
4	Communication	**Excellent Communication**
5	Influencing People Directing Employees	**Authenticity**
6	Competitive Environment Cultural Diversity	**Global outlook**
7	Innovativeness	**Creative thinking**

Table2
Rotated Component Matrix

Skills required	Component						
	1	2	3	4	5	6	7
Passion for confronting reality	.869	-.140	.095	-.007	.002	.036	-.059
Pragmatic mindset	-.826	-.155	.161	-.159	.099	.088	.089
Global sensitivity	-.553	-.062	-.074	.248	-.313	-.038	-.133
Clarity of thought	.081	.871	-.121	-.239	.152	-.046	-.085
Analytical	-.132	.796	.116	.238	-.090	.191	.011
Zeal to solve a puzzle	.410	.567	.106	.038	-.401	-.177	.288
Straightforwardness	.006	.038	.908	.046	.052	-.006	.005
Motivating employees	.007	-.014	.904	-.086	-.041	.048	.081
Employees' Participation	.207	-.147	.795	.078	.078	.141	.222
Excellent Comm.	.176	-.052	.095	.793	-.004	-.104	-.046
Influencing People	-.292	.118	-.216	-.068	.887	.347	.230
Directing Employees	-.122	-.013	.063	-.082	.603	.014	-.059
Competitive Environment	.233	.167	-.051	.268	-.361	-.770	.221
Cultural Diversity	-.066	-.004	.070	-.021	.029	.666	.030
Innovativeness	.192	-.152	.119	.301	-.023	.104	.951