
Why Some Leaders Fail in Dealing with Organizational Changes and Development Programs?

Fatima Mohammed Abdulla Ali Alshehhi

*PHD, UNIVERSITI TEKNIKEAL MALAYSIA MELAKA,
Institute of Technology Management and Entrepreneurship*

Abstract

Introduction: *Leaders play a vital role in determining the organizations culture. This culture sets the context within which staff and leaders work; therefore, it is important that leaders strive to create a positive culture. This paper examines the reasons behind failure of development programs in some organizations.*

Methodology: *In order to achieve the objectives of the study, the researcher used the quantitative approach to explore the factors that lead the leaders to fail in dealing with organizational changes and development programs.*

Result and Discussion: *This study analyzed the incidence of programs development in the UAE. The results were found most of the participants agree and strongly agree that these reasons impact on organizational change and development program in the organizations.*

Conclusion and Recommendation: *Theoretical and practical implications are introduced as well as suggestions for future research.*

Keywords: *Leadership, organizational change, development programs and barriers; UAE.*

1.0 Introduction

Management is the process of effectively and efficiently achieving an organization's goals through planning, leading, and regulating its resources. Management necessitates a strong focus on both goals, which an organization may achieve through the planning, organizing, leading, and controlling responsibilities of management (M. Almatrooshi et al., 2021). Leadership is defined in a variety of ways, but at its most basic level, it is concerned with the ability to persuade others to achieve a common goal (Alneadi et al., 2020). The steps and qualities needed to an understanding of leadership and its currency in the context of effectively influencing others is fundamental to an understanding of leadership and its

currency in the context of establishing public organizations as a discipline and promoting its application part in our everyday routine (Alkheyi et al., 2020).

Change and development is a natural thing. It occurs in everything in life. Nothing in life stay as it is forever. We must be flexible and accept the change and development and adapt with it to have a good life. In our life we face a lot of changes. Some kinds of change are easy to accept and adapt with it (Lei et al., 2021). However, some kinds of change are very difficult, and it takes long time to be accepted (A. H. Alghfeli et al., 2021; Khalifa, Trung, et al., 2021). Changes and development are part of life. In everything in life there is transition (Khalifa, Binnawas, et al., 2021). When transitions happen there are some challenges and opportunities create. Some leaders are very successful in using these opportunities to make their organizations better and others fail in dealing with change and development programs in their organizations. In this research I will focus on the reasons that stop as barriers for the leaders to succeed in their organizations (Alameri, Ameen, Isaac, et al., 2019; Myo et al., 2019). It is very important to know the reasons because leadership development experience is essential for delivering results for both long term and short-term health of the program. When leaders are aware about the barriers that effect in their development, they will be able to change their policy to find other ways to improve and develop their organizations.

Organizations work in competitive environment (Khalifa, 2020b). Every organization make a lot of developmental programs to enhance and develop their organizations. But there are many of these organizations their leaders fail in facing changes and developmental programs. It is a big issue because these organizations make a great effort to improve and develop their institutions. The purpose of this study is to know the reasons that behind leaders fail in dealing with organizational changes and development programs. This research will talk about the meaning of leadership and organizations. What are the reasons that lead the leaders to fail in dealing with organizational changes and development programs? What are the impacts of organizational changes and development programs within leadership?

2 Literature review

2.1.1 Leadership, Organizations, Barriers

First, we need to know the meaning of leadership and organization. A leadership can be defined as the ability and willingness to take ownership of the organization (or the component of the organization that one is charged with managing), combined with an intrinsic drive to do what is best for the organization. Ineffective leadership will impact the impact the organization's overall operations (Abbas, 2010). Leadership is the most critical factor for organizational success.

According to the oxford dictionary organization define as “an organized group of people with a particular purpose” (Dahshan, Keshk and Dorgham, 2018).

Reasons behind leaders fail in dealing with organizational change and development programs. For many years ago a lot of organizations have spent a lot of money and time in making programs to improve the capabilities of managers and having new leaders, but there are many barriers effect on their success. In this article author mentioned one of these reasons which is overlooking the context. Every organization and every leader are different. What could work in one situation or environment might not work in different situations. So, the problem is most leadership development programs assume that stander program fits and works for all leaders in all situations (M. N. A. N. Alharthi, Khalifa, Ameen, et al., 2019; Binnawas et al., 2020; Gharama et al., 2020a; Jassem Al-Ameri et al., 2019; Khalifa, 2019).

Leaders should identify a clear objective. The problem happens from many organizations is they think is one size is fit all. But it is not. Many organizations they send their leaders and managers to academic leadership course offered by well-respected universities. They thought it is the correct step, but they didn't ask what the desired outcome is and how this program will relate to specific organizational goals (Abdulla et al., 2020; Alameri, Ameen, Khalifa, et al., 2019; Elshaer et al., 2022; Khalifa, 2020a; Khalifa & Fawzy, 2017; Trung & Khalifa, 2019)

Another reason is the lack of executive sponsorship. It is very important to engage the executive team because this team can work to shape the directive of the program (Alareefi et al., 2019; Alkatheeri et al., 2020; Almarri, Ameen, Bhaumik, et al., 2020; Almarri, Ameen, Isaac, et al., 2020; Alneadi et al., 2020; S. Alshamsi et al., 2020; Rahmah et al., 2020).

In addition, incorrectly diagnosing the leadership needs. They need to link between the development experience and business needs. Also, stretching participants is one of the keys to success (Alfalasi et al., 2020; B. A. F. H. Alharthi et al., 2020; Alkheyi et al., 2020; Khalifa, 2020c).

Investing in wrong people at wrong time. Applying program of leaders teaching leaders is one of the way organizations applied with their leaders (Gharama et al., 2020b; Sudigdo et al., 2019; Sudigdo & Khalifa, 2020). Those leaders teaching leaders methodology, but the problem is this methodology could fail if the design team fail to properly prepare leaders to deliver the program (A. H. S. M. Alghfeli et al., 2019; Alkutbi et al., 2019; Alseiari, Khalifa, Al-Shibami, et al., 2019).

Leadership development is not for everyone. Choosing the right people and right time is one of the most important solution to make the program success (Alseiari, Khalifa, & Bhaumick, 2019). They must choose the correct person for this task (Hossain et al., 2019; Widjaja et al., 2019). Some employs are needy for it and others are not. Organizations can make interviews and surveys to help them narrow and focus on who should be in these types of programs (Abdulla et al., 2019; Al-Shibami et al., 2019; O. Alshamsi et al., 2019).

Another reason is not having an implementation plan. That choosing the wrong place is also affect in succussing the program or not. The environment is very important. It should be suitable. It should have natural light and comfortable seating. Also, it should be spacious for movement and networking appropriate to design (M. N. A. N. Alharthi, Khalifa, Al-Shibami, et al., 2019; Alsaadi, Khalifa, et al., 2019; Binnawas et al., 2019).

Not giving energy break. Providing the appropriate environment is important but also the trainees need to have breaks. Like having break for eating a healthy snack (M. N. A. N. Alharthi, Khalifa, Abuelhassan, et al., 2019). Not building in reflection time. It is good to give a lot of content, so they will decide what is important and urgent (M. J. A. A. Almatrooshi et al., 2020; Falasi et al., 2019; Widjaja et al., 2020).

Not mixing application and content where the programs are talking about things that is in real life, but in the work, organization is difficult to apply (B. A. F. H. Alharthi, Khalifa, & Bhaumick, 2019; Alkathiri, Gamal S.A. Khalifa, et al., 2019).

In addition, application is the key. There are several of programs and courses learning modules which sound great, but don't necessarily complement one another or have the right on the job application (Hossain et al., 2020). Also, some of these programs taught by academics and consultants who never actually apply or does these things on corporate side. Also, some of these development programs are pure classroom theory and course work and there is no real connection to participants can apply it. (Glesson, B, 2019)

The other reasons measure outcomes. Leadership development program need to be fun and highly engaging, and it need to have real lasting impact on individual organizations. There must be measurable elements. Otherwise, it will be just one more piece of work. (Glesson, B, 2019). Measure the results which means the programs of leadership should measuring before, during and after because leadership intervention is essential for success of any programs. (Gurdjian, P. Italbeisen, T. , & lane, K., 2019).

Also, decoupling of reflection from the real work. Developmental activities are good in simulated environment, case studies, but not in real world. Application at work in real situations with leaders like own work team is essential part for impact. In addition, mindsets programs fail to change the mindset of leaders in meaningful way. As soon things quickly go back to the status when leaders go back to their work (M. N. A. N. Alharthi & Khalifa, 2019; Alkathiri, Abuelhassan, et al., 2019). The best leaders are constant learners, crave feedback. Also, they realize the mindset transformation is usually part of being a successful leader (Al-Ali et al., 2019; Alkhateri et al., 2019; Alsaadi, Abuelhassan, et al., 2019).

3 Methods

A positivist paradigm is adopted for the present study together with an objectivist epistemological position. According to Hussey and Hussey, (1997), this stance permits the investigation of human behaviour in a structural and scientific manner. As opposed to interpretivists, this stance is critical to lead to the desired end-point of structural and more authoritative results by empirically assessing interrelationships between variables (Carson et al., 2004). The study is equally descriptive as exploratory based on Saunders et al., (2012) definition of these concepts as pertaining to the purpose for which any investigation is conducted. Whereas descriptive studies tend to pay attention to areas that are already understood, exploratory studies are conducted into areas with little understanding.

3.1 Data collection, sampling and procedures

The study implemented quantitative research approaches, by using questionnaire as a tool for data collection. The study is aiming to investigate the relationship between the reasons that cause the leaders fail in development programs and organizations changes. The study used questionnaire as a tool for data collection, with the objectives to answer questions about what the impacts of organizational changes and developments programs within leadership is. As well, why some of these programs fail in their organizations. In this questionnaire the researcher used two types of questions. The researcher asked 11 close-ended questions and two open-ended questions. 51 participants, who practicing the role of leadership in the public companies. I tried to ask people from different organizations to look to their perspectives and opinions about this issue.

4. Data analysis and Results

The quantitative data generated from research aggregated and stored into categories. I classify the results under three themes. The themes were board of leadership development, goal sitting and leadership teams.

The first theme focuses on the leadership development. I found that majority of participants agreed that reasons impact on the program development that most leadership programs assume that stander program fits and work for all leaders in all situations, not selecting the right people at right time, choosing an appropriate place in implementation leadership programs, not mixing between application and content and lack of measurement elements to measure the results (Khalifa & Mewad, 2017; Mohamud et al., 2017; Trung et al., 2021).

The second theme focuses on the goal sitting. Also, participants agreed that lack of goal sitting, not having breaks during implementing development programs, and not giving a reflection time for trainees. All these reasons are barriers for succussing the development programs (Abd-Elaziz et al., 2015;

Alkhateri et al., 2018; Badran & Khalifa, 2016; Khalifa, 2015; Khalifa & Hewedi, 2016).

The third theme talked about leadership team. The participant agreed that the reason come under this theme like lack of having executive sponsorship and in correcting diagnosing leadership needs and investing in wrong people at wrong time affect in succussing development programs.

I found that these three themes play a major role in succussing these kinds of programs in any organizations.

The results of questionnaire on what is the impacts of organizational changes and developments program within leadership. I found the average of people who said strongly agree 9.3 and the average of people who said agree only is 26.7.

5.8 the average of people who chose neutral and 6.6 who said disagree. The average of people who chose strongly to disagree was only 0.7. The results showed that the highest number of people chose to agree which means most of participants agree that these reasons are behind the failing of developments programs and dealing with change in organizations (M. Almatrooshi et al., 2021; Dagnoush & Khalifa, 2021a, 2021b; El-Aidie et al., 2021).

In addition, the participants wrote other reasons that impacts in succussing these programs. Such as transferring the leader who failed in a certain institution for a certain period to another institution and thus the failure rate is high because he is the same leader and carries the same ideas and methodologies. Also, Placement environments and the prevailing opinion of the leaders impacts in development programs. Failure to provide feedback as soon as possible. Concentration of leaders to people with less leadership efficiency over the years, while maintaining their presence out of years of experience and lack of trust in ambitious young leaders capable of making change. Also, the Inefficiency plays role in succussing the programs.

The lack of an appropriate link between the upper leadership and the lower leadership during the feedback and support provision. These are examples of participants opinions that impact in developments programs.

The participants wrote suggestions and solutions we can you apply to solve this problem. they said we can assign competencies so that the right leader is in the right place according to certain criteria. Also, implementing specific criteria for selecting leaders and developing their capabilities, Knowing the right methods, Implement practical development programs to develop leaders after identifying opportunities for improvement, continuous training with follow-up to the impact of training (Abou-Shouk & Khalifa, 2017; Brekhaw et al., 2018; Husin et al., 2013; Khalifa & Abou-Shouk, 2014; Mohamed et al., 2018; Morsy et al., 2016; Qoura & Khalifa, 2016), The leader uses his experience to develop himself and keep pace with the changes around him in terms of technology, programs and languages, and the most important thing is understanding because understanding is a powerful

tool for success in any relationship (B. A. F. H. Alharthi, Khalifa, Ameen, et al., 2019; Khalifa, 2018; Mohamed et al., 2019; Nusari et al., 2018; Shamsi et al., 2018).

5 Discussions

The present study aimed to identify the reasons impact on development programs on the organizations in the United Arab Emirates. Through the examination of the reasons behind the succussing of development programs the finding revealed to many reasons. Such as using standers program in all situations, lack of goal sitting, lack of executive sponsorship teams in correcting diagnosing leadership needs, investing in wrong people at wrong time, don't choosing the right people at right time, choosing an appropriate place, not having breaks, don't giving a reflection time, don't mixing between content and application and lack of measurement elements. After all this work, I realized that these reasons impact in development programs which means leaders in their organizations need to avoid these things.

In conclusion, I think conducting this research helps us to know the reasons and try to find solutions, suggestions, and recommendations to solve this problem.

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Appendix A

Questionnaire used in this research

The people involved are leaders. The objective of this questionnaire, find out the reasons that some leaders fail in dealing with organizational change and development programs. The study guarantees your confidentiality and total anonymity. All the results will be analyzed only in general form for all the participants without mentioning any names.

Name: Age:

Please take a few moments to let us know about reasons that let some leaders fail in dealing with organizational changes and development program?

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1-Most leadership development programs assume that stander program fits and works for all leaders in all situations. معظم برامج تطوير القيادة تفترض أن برنامج تطوير معين يتناسب مع جميع القادة في جميع المواقف.					
2- Lack of goal setting when implementing leadership development programs. عدم تحديد الهدف عند تطبيق برامج تطوير القيادة.					
3- Lack of executive sponsorship team who can work and shape directive program. عدم وجود فريق رعاية تنفيذي يمكنه العمل على تشكيل توجيه البرامج.					
4- In correcting diagnosing leadership needs. التشخيص الخاطئ لاحتياجات القيادة.					
5- Investing in wrong people at wrong time? For example, failure of design team to apply the methodology leads to failure to deliver the program. الاستثمار في الأشخاص الخطأ في الوقت الخطأ على سبيل المثال فشل فريق التصميم في تطبيق المنهجية يؤدي الى الفشل في تقديم البرامج.					
6- Not selecting the right people at right time. عدم اختيار الأشخاص المناسبين في الوقت المناسب في المؤسسة لحضور برامج تطوير القيادة؟					
7- Choosing an appropriate place in implementation of leadership programs. اختيار مكان غير مناسب في تطبيق برامج تطوير القيادة.					
8- Not having breaks like having break for eating a healthy snack. عدم وجود أوقات للأستراحة مثل أخذ قسط من الراحة لتناول وجبة خفيفة وصحية.					

<p>9- Not giving a reflection time for trainees. So, they can decide what is good and not.</p> <p>عدم إعطاء المتدربين وقتاً للتفكير حتى يتمكنوا من تحديد ما هو جيد وما هو غير جيد.</p>					
<p>10- Not mixing application and content where the programs are talking about things that is in real life, but in the work, organization is difficult to apply.</p> <p>عدم الخلط بين التطبيق والمحتوى حيث تتحدث البرامج عن أشياء موجودة في الحياة الواقعية، ولكن في تنظيم العمل يصعب تطبيقه.</p>					
<p>11- lack of measurement elements to measure the results of leadership development programs.</p> <p>عدم وجود عناصر قياس نتائج برامج تطوير القيادة.</p>					

Do you have any other reasons?

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What suggestions and solutions can you apply to solve this problem?

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Appendix B



