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Academic English 5

UTS Insearch

A Comparative Review on Three Journals

Leadership is an expertise which is required in facing competitive business as in business world, a company has to implement the values of leadership to its operational system. Leadership can be defined as ability to give guide, manage and support subordinates to achieve organizational goals (Ladkin & Weber, 2011, p. 278). Currently, more companies seem to have a tendency to build company via social relationship with employee development and enhancement toward different business contexts.

Recent articles (Capelli et al 2010; Ladkin and Weber 2011; Useem 2010) have explored leadership theme in various business areas. While Useem et al takes a reflection study on military perspective, Capelli et al and Ladkin and Weber focus on business leadership in India and Hong Kong respectively. The primary concern of all articles is recognizing typical leadership and their consequences on industry environment. This review will make a comparison among these articles in relation to developing company mission, communicating between leader and subordinates and ability of a company to adapt to the fast changing business environment.

The three articles all analyses the importance of creating a mission for the company. There is general agreement that the company mission is key success of companies. Capelli et al point out that business leaders in India emphasize on transformation style that can give inspiration to employees to attach with the purposes of organizations (p.93). According to Ladkin and Weber, leaders create the company intentions so the employees can follow these lead in their operational (p.28). All of the three studies also make a significant points that leaders have to commit to the dominant significance is the organization itself in business compare to personal

calculation. Both Capelli et al. and Useem concede that leaders should keep preemptive of cultural organizational and give guide to their employees to make sense of mission, Useem notes that a great leader should accomplish the mission completely and stick to company as loyalty (p.3) and Capelli et al claim that leaders should continue the organizational principles such as enhancing competencies, making vision that can improve organization agility and having social responsible (p.92). The three studies concur that the importance of companies' mission can tailor the business changing, so the leaders can build up the comparativeness in the challenges without putting the company's characteristics aside. Capelli et al. argue that social mission investment and human capital are crucial to business success (p.92). Similarly, Ladkin and Weber stress that leaders and managers are vital players to survive in business competitive. They agree that leaders should focus more on the long-term vision along with innovation, maintain inspiration and brand-new idea for prospective time. There is a commitment that managers take up the business works, whereas leaders should put objection and vision's company. (p.278).

The three articles concede a similar concern that it is necessary to build up an excellent communication between leaders and subordinates in order to articulate and convey a mission toward stakeholders. Leaders need to provide their employees opportunity to construct their ideas and try to guide and inspire them with good communication competence. While both Capelli et al and Useem agree that skills of communication are significant in leadership styles, Ladkin and Weber claim that leaders should be able to deliver the message about the chance for workers to practice and use their experience although they still need to maintain vision and objectives of company. Moreover, Capelli et al emphasize that developing employees with good communication skill will be helpful to examine and solve the problems with solutions through the issues. Therefore, the leaders should create social missions and build an excellent communication skills in order to encourage employee's engagement and openness. Thus, employees have time to generate their solution instantly and they will have sense of achievement with what they do (p.95). However, Useem asserts that leaders should manage

communication with the employees in organization by transmitting strategic objectives to accomplish an organizational intention and set up employee's innovation. In addition, leaders should avoid micromanaging with creating unbiased goals that reduce the productive time (p.77).

All three articles express a similar concern about tailoring company toward rapid changing of business. Useem concludes that a company should be aware of the changing of other businesses. In this situation, a company can be an agent of change that is able to make a significant adaptation for the growth of the business in the future. Before taking this decision, the company is required to make a comprehensive business analyze so that the decision made is relevant and doable (p.4). In contrast to Useem, Ladkin and Weber assert that the advantage of rising economy in Hong Kong make a significant hospitality services demand. This situation leads the executives of large hotel corporations to change their management direction by putting investment heavily on human resources (p.274). Furthermore, the changing direction to people-oriented management may become a trend for common industries which means that the current business put more interest on customer satisfaction and ideal workplace with good cultural organizational support (p.281).

The three articles make a compelling contribution to understand the implication of business leadership in uncertain world. It becomes apparent from the study that one crucial factor in services business in order to develop people is to attract the right people who has leadership capabilities. Future study which relates to this area could be more comprehensive with the recruitment and career approach of leaders in industry. These ideas would give a broad perspective on business leadership.

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