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# Challenges for Managers in 21<sup>st</sup> Century

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**ABSTRACT:** There are a lot of likely wildcards including completely new materials and manufacturing methods (nanotechnology), human./computer hybrids, new energy sources, and the politicization of multi-national corporations. Managing the the 21st century is bound to test our flexibility and creativity. Create a work environment that rewards work completed more than hours spent, allows some time chaos, and motivates staff to produce. This environment should acknowledge the very real pressures on staff and support effective systems that work within those pressures while still requiring accountability. The traditional fences between work time and home time are falling. Working parents need to hear from their kids in the afternoon. Conference calls with colleagues overseas require odd hours. Email pours in from everywhere, at any time. And we can get email on our computers, our pagers, our cellular phones, and our palm pilots, to name just the major sources today. Tele-working generally supports a more varied schedule, and urban congestion drives non-traditional hours. Work and home are both becoming 24/7 propositions.

As you would expect, we see both good and bad examples, with the main issues still being poor data quality with key parts of analysis and presentation stuck in spreadsheets. Poor communication between departments can also mean that invaluable external resources and insight that could add value to many areas of a business are not shared. There are two eternal truths: Life is about change; and being a business leader can be super challenging! However, if we don't encourage innovation within our teams, those great ideas will soon dry up. Worse still, employees will take their awesome brainwaves to a more innovative employer! Research shows engaged employees are more productive, creative and less likely to leave. Therefore it's not surprising, 88% of businesses are seeking to improve employee engagement in 2017. It's essential for managers to encourage a knowledge-sharing culture. It's the only real solution to the brain-drain crisis!

## I. INTRODUCTION

Historically, evolution has been in nature's hands. Now, suddenly, it is largely in human hands, but we need to be cautious, using our scientific know-how as responsibly as possible. The job of today's young people, or the "Transition Generation," will be to get humanity through the coming period of chaos, peril, and opportunity. A change in humans' capability to manage the Earth well is coming in micro- instruments that feed voluminous data to computer networks. We are beginning to gain vast amounts of information about the planet linked into computer models. This will help us learn to live with nature's trust fund. The planet's climate will change and we have to learn to live with changes. Managers began coming to grips with 21st-century issues when they realized that most professionals had computers on their desks and telephones in their pockets and that both of these systems use networks to connect people who are often significantly removed from each other in time, space, thought and emotion. Market forces will continue to drive change in organizations at a macroeconomic level, and these forces will demand more from our organizations and our leaders. For these purposes, market forces can be viewed as the cumulative effects of the behaviors and wants of those in the market either demanding or supplying a good or service. These forces include increasing globalization as well as (if recent trends are an indication) the creation of increasingly massive multinational organizations through mergers and takeovers. Coming hand in hand with increases in scale and a global footprint are a greater diversity in the work force and deeper requirements for specific technical expertise.[1]

To address the leadership challenges of the next era of global business, traditional degree-granting programs and professional schools as well as traditional methods (for example, books, lectures, discussions, case studies) will continue to be necessary, but increasingly not sufficient. To develop professionals for success in an environment of strong market forces, changing people issues and shifting leadership competencies, a new educational model will have to be forged. Traditional models fall short in their ability to link the knowledge, skills and concepts covered to the practice of leadership within actual work organizations.



### Importance of management

- Acquisition and utilization of resources Management performs efficient acquisition effective development and
- utilization and proper coordination of resources. Environmental adaptation, Management adopts organization to changing environmental forces
- Goal achievement Management achieves goals by balancing the requirement of jobs and people.
- Problem solving, Management solves organizational problems. It identifies and evaluates various alternatives
- and choose appropriate course of action. Performance control, Management measures and evaluates the actual performance.
- Social responsibility Management anticipates and acts before hand to social expectations.

## II. DISCUSSION

Success often has much more to do with perseverance than it does with a person's innate qualities. That isn't to say talent doesn't matter, just that it only goes so far without sacrifice and effort.

### Managers generally face these challenges

1. Getting to know your team and their pain points
2. Shifting your mindset from contributor to leader
3. Pressure to perform as a new manager
4. Building your Emotional Intelligence
5. Shifting from the details to a high-level view
6. Managing your time
7. Setting clear goals and expectations
8. Giving and asking for regular feedback
9. Encouraging productivity
10. Hiring for your team
11. Firing an employee
12. Asking for help

These are powerful new demands on individuals, including

- discovering what your strengths are, who you are and how you work;
- asking where you belong;
- defining your contribution;
- taking responsibility for relationships; and
- planning for the second half of your life.

Don't make the mistake many people make. Don't mistake ideas for actions. Many brilliant people conceive wonderful ideas and then don't follow through. They believe ideas will move mountains. In reality, of course, it is bulldozers that move mountains. Don't stop when the planning is over. That's when the work should begin.[2]

### Management assumptions:

1. Management is NOT only for profit-making businesses. Management is the specific and distinguishing organ of any and all organizations.
2. There is NOT only one right organization. The right organization is the organization that fits the task.
3. There is NOT one right way to manage people. One does not "manage" people. The task is to lead people. And the goal is to make productive the specific strengths and knowledge of each individual.
4. Technologies and End-Users are NOT fixed and given. Increasingly, neither technology nor end-use is a foundation of management policy. They are limitations. The foundations have to be customer values and customer decisions on the distribution of their disposable income. It is with those that management policy and management strategy increasingly will have to start.[3]
5. Management's scope is NOT only legally defined. The new assumption on which management, both as a discipline and as a practice, will increasingly have to base itself is that the scope of management is not legal. It has to be operational. It has to embrace the entire process. It has to be focused on results and performance across the entire economic chain.
6. Management's scope is NOT only politically defined. National boundaries are important primarily as restraints. The practice of management - and by no means for business only - will increasingly have to be defined operationally rather than politically.

7. The Inside is NOT the only Management domain. The results of any institution exist ONLY on the outside. Management exists for the sake of the institution's results. It has to start with the intended results and organize the resources of the institution to attain these results. It is the organ that renders the institution, whether business, church, university, hospital or a battered woman's shelter, capable of producing results outside of itself.[4]

8. Management's concern and management's responsibility are everything that affects the performance of the institution and its results - whether inside or outside, whether under the institution's control or totally beyond it.

### III. CONCLUSION

In today's highly competitive environment, trends are extremely important to build and maintain good brand image for the organizations. The organization has to recognize the important role of management sector in order to successfully steer organizations towards profitability. It is necessary for the management to invest considerable time and amount, to learn the changing scenario of the 21st century. Managers have to manage all the challenges that they would face from present problems and then developing strategies for retaining them and building up an effective career management system for them. Suitable management issues and policies that would lead to the achievement of the Organization as well as the individual's goals should be formulated. For sustaining in this competition organizations are following different trends. This trend plays a vital role in organizational growth and these acts as a competitive advantage to organizations. Human resource Management will be the key area of focus in 21st century as in companies and government organization put in place strategies to cope up with the economical crisis and recovery.[5]

From the viewpoint of 21st century HRM emergence, the globalization has many implications for the firms that may entail the diversity of cultures. The HRM in today's era has to mount the expertise, mind set and capabilities that are needed to gain competitive edge on global scale. It is recommended that organizations must put efforts to align their HR processes efficiently with organizational goal on broader perspective. Last but not the least, HR must be on a continuous look out for creativity and innovation as it is known to be the key to success. It depends highly on HR to face the challenges of globalization posed by 21st century which has given an entirely new look to organizations. The organizations have grown savvier in using technology hence it is important to adopt all changes. The role of HR has been shifted towards becoming strategic partners of organization which in turn forces HR to coordinate with all the function and provide support in various activities like attracting and retaining the best talent, developing organizational structure, train and retrain employees. As companies grow by acquisition and merger, they make multiple HR groups. One approach is that the HR groups in various parts of the organization may develop their competencies in a specific domain and can meet the demands of the larger organization in that domain. HR groups that operate in this manner find each other as helpful resources rather than rivals which will help to gain high level competencies in numerous areas. In 21st century, the HR has to handle many challenges like; change management, conflict management, managing multi generational workforce, managing 5R's, workforce diversity, globalization, striking work life balance, succession planning etc. It is the responsibility of HR to increase organizational efficiency and effectiveness by adding value and gaining competitive edge over competitors for a long term survival in complex and highly uncertain market place. It is clearly the time for a quantum leap in the field of human resource. HR professional can contribute in this transition by taking some serious steps to meet the challenges of organizational change; they can serve to find out ways to measure HR value for the company. Last but not the least; they can conduct significant research related to human resource and their performance in future organizations.[6]

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