ADAPTIVE LEADERSHIP IN THE ERA OF DISRUPTION: MANAGING TEAM WITH FLEXIBILITY

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Abstract
Era of disruption demand every leader For manage his team with flexibility, through application leadership adaptive. Study This aim For identify and analyze problem in apply leadership adaptive and defining effective strategy in management team in environment dynamic organization. Through study literature, analysis show that leadership adaptive need approach holistic and adaptive that pays attention dynamics psychological individual, ability analytical, interpersonal skills, management source dynamic power, as well development capacity inclusive leadership. Research result recommend necessity investment in training, development, and support for leader as well as member team For overcome challenge and exploit opportunity. Strategy main covers define vision, recognize uniqueness team, building environment learn, adapt to change, communication two direction, as well leadership share. Study This expected can give outlook in formulate strategy leadership Effective adaptation in an era of disruption.
Keywords: *Adaptive, Era of Disruption, Flexibility, Leadership.*

INTRODUCTION

Environment business in the current era This will Keep going changed consequence rapidly progress technology, there is dynamics that bring various industry to in an era of disruption. Disruption No just means rapid change, but also encompassing emergence of business models revolutionary new and can overthrow the existing one There is (Yuliani, 2022). Challenge This demand exists leadership that prioritizes adaptability and innovation, more from simply maintain the status quo (Wulansari & Ma'mun, 2019). Leadership adaptive become very important Because possible organization No only stay in the middle tough competition, but also take advantage change as opportunity For develop.

A leader adaptive capable identify signals of change, interpret them with careful, and responsive with the right strategy. They support team they through continuous learning and adaptation, ensuring that all member team involved in the manufacturing process dynamic decisions (Dahurandi, 2020). Leadership adaptive also shows ability For behave proactive than reactive, regulating repeat source Power or strategy with fast For get around circumstances that are not uncertain or chance new. Era of disruption need leaders who don't only visionary, but also flexible, delivering freedom to innovation and experimentation, as well own ability For navigate through complexity and ambiguity.

In the era of disruption, leadership adaptive No only become needs, but also markers outstanding core competencies For leader success. Clear communication, strong collaboration, courage in take calculative risk, and commitment For Study is a number of attribute important from leadership adaptive (Damanik dkk., 2024). Armed ability the leader expected can inspiring trust and nurture conducive environment, where members team can show off ability and contribution full to growth organization (Pratama dkk., 2024). Therefore that, understanding deep about What That leadership adaptive and how method apply it become substantial for every organization that wants to reach success in wade wave disruption.

Flexibility leadership is one of factor it's important that you can give impact significant to management team. A flexible leader considered capable For adapt with various emerging situations and needs in A team. Ability the possible leader For adapt style leadership to be appropriate with situations experienced by the team, which can fickle depending on the project at hand, dynamics team, and conditions external other.

Flexible leadership related tightly with aspect taking decisions and communication in management team. A leader must capable consider various option decisions and communicating them with effective to member team (Dahurandi, 2020). This matter need sensitivity to character individual inside team as well as understanding of the targets and goals you want achieved. Retrieval process dynamic and responsive decisions show that leader No only focuses on a rigid and monotonous approach, but also scrutinizes sourced input and perspectives from member team, so created comprehensive and inclusive solutions.

Reality that a leader sued For fast adapt with changes are occurring, but on the side others, they should too consistent with principles and values organization. Problem main thing that appears is How guard balance between adapt with condition current and constant stick to the vision period long. This matter often give rise to internal conflict within oneself leader nor in dynamics the team he leads. When adaptation considered too extreme, yes So will give rise to confusion and loss clear direction for member team.

Besides That 's another frequent problem happen is resistance from member team to change initiated by the leader. Expected flexibility No always welcomed positive by all parties, esp If change the felt disturbing your comfort zone or deviated from method work that has been implemented for a long time. This matter demand leader For No only flexible in take decision, but also must own ability external communication normal For can convincing member team about needs and benefits from moderate changes done. This become a real challenge in practice modern leadership.

For identify and analyze on problem that, do it study this is so that every leader can apply adaptive leadership to management team. Besides that's the result from

study This expected can help formulate strategy leadership adaptive that can be applied in environment dynamic organization.

RESEARCH METHOD

Methods used in research This that is study References (literature review). Method study References (literature review) is approach taken with collect, review, and analyze information and data from sources written, like Journal Book scientific, articles, as well as other relevant documents with topic study (Sari dkk., 2022). This process aim For get deep understanding about the subject studied, identifying research gaps, as well formulate framework theoretical study. Focused data and information collection to leadership adaptive and team management done through various Relevant sources include books containing theories and views of experts related, journal scientific explanation results study previously. Sources the taken from the Google Schoolar database, crossref and books range 2015 – 2024.

Deep data analysis method study References started with selection relevant sources, continued with recording information important, and categorizing data based on theme or theory related. Step furthermore is compare various source For find similarities and differences, then synthesize findings become understanding new. Every claim in the analysis process supported with credible source (Adlini dkk., 2022). Organizing and writing findings done in a way systematic, ended with evaluation critical to the entire data that has been analyzed. Through this process, researchers can develop strong argument based on proof existing literature.

RESULT AND DISCUSSION
Theory of Leadership

According to Ronald Heifetz (Elmanisar dkk., 2024), founder draft leadership adaptive and lecturer at Harvard Kennedy School, leadership adaptive is practices that enable people to overcome very challenges complex. Heifetz said that's the essence of leadership adaptive No lies in the leader who provides solution, but rather mobilize people to overcome problem. Heifetz emphasized that leadership adaptive need leader For recognize difference between challenge easy technical identified and can be overcome with existing expertise and procedures there, with challenge adaptive needs change behavior, values, and habits (Nabilah dkk., 2023). Hence, leader adaptive must competent in listen and question existing assumptions, as well use evaluation collective in face a challenge that is not own solution instant.

Principles leadership adaptive, as outlined by Ronald Heifetz and Marty Linsky, two figure leading in field This emphasizes its importance understand difference between challenge technical and adaptive. Challenge technical can overcome with existing knowledge and procedures Yes, temporarily challenge adaptive need change in values, attitudes, or behavior (Pratama dkk., 2024). Heifetz argued that essence

leadership adaptive is ability For encourage people to finish problem yourself, no with provide answer, but rather with submit appropriate and stimulating questions thinking critical. This matter need leader For more Lots listen than talking, pushing exploration of new ideas and experimentation as tool learning (Wulansari & Ma'mun, 2019). Leader adaptive must become helpful facilitator his team define repeat problems faced together look for the most effective solution.

Besides that, Heifetz and Linsky also emphasize importance maintain level productive tension in team or organization. According to their, level tension This required For motivating change without leads to panic or severe fear. Leader adaptive must capable set ' hot ' with possible way team or organization still move proceed. This means know When must introduce challenge new and when must backwards, possible his team digest and adapt with change. Management tension This important For ensure that adaptation process done with sustainable and productive way.

Lastly, leadership adaptive need experimentation and acceptance to failure as step important in the learning process. Draft this, which is often ignored in approach leadership traditional, demanding player For open to innovation and ownership willingness For Study from every error (Purba & Saptorini, 2021). Heifetz and Linsky submit that through experiments, individual and team can find solution creative For a challenge it seems No can overcome. Willingness For confess failure and use experience the as lesson is the essence of growth and adaptation (Arafat dkk., t.t.). Leader adaptive, therefore that is, cultivate celebratory environment courage For take risk and acknowledge failure as part of the discovery process.

Leadership adaptive, as in designed by Ronald Heifetz, different in a way substantial from style leadership other in a number of aspect key. Concentrate on abilities face challenge adaptive needs change in values, beliefs, and behavior, leadership adaptive facilitate evolution and growth organization nor individual in face change and uncertainty (Destiana, 2023). Different with style more leadership traditional, like leadership authoritarian focused on command and control, or leadership transactional which revolves around exchange benefit or incentives, leadership adaptive more emphasizes empowerment and learning collective.

As example, in leadership authoritarian, leader make all decision without involvement or bait come back from subordinates. This opposite with approach adaptive that provides room for initiative individual and work team in explore solution. In context leadership transactional, relationship between leader and followers based on barter or exchange results and services. Temporary in leadership adaptive, relation This more developed through collaboration, reflection together, and experimentation, where success defined in a way collective or not only focused on achievement period short.

Likewise, if compared to with leadership priority transformational vision and inspiration For stimulate change, leadership adaptive choose more approach inclusive

and interactive. Although both of them share objective For reach change positive, leadership adaptive more emphasizes the learning process together and continuous adaptation in face complex and changing challenges. With confess that solution For Lots problem contemporary No always clear or easy, leadership adaptive push A approach more experimental and collaborative in look for road go out.

With Thus, leadership adaptive offer perspective unique and complementary to style other leadership with emphasizes engagement, learning, and capability adaptation in overcome dynamic challenges and not Certain.

Characteristics of the Era of Disruption and Its Challenges To Organization

Era of disruption be marked with rapid change and not unpredictable, influencing more from Enough leaflet industries and aspects life. Digitalization, innovation technology, and global connectivity becomes pusher main behind this fundamental change (Yuliani, 2022). In new era constellation these, organizations and individuals faced with a series challenges and opportunities that have not yet Once happen previously. Condition This demand fast adaptation For still relevant and competitive in an ever-changing market changed.

One of characteristics the main era of disruption is market fluidity. Business model changes from conventional become digital- based has been create channel consumption new more dynamic and personal . This matter cause exists shift in expectations consumers, who are now want speed, convenience, as well more experience intuitive from product or service (Junita & Agilitas, 2021). Challenge for organization is How design and implement responsive strategy to change behavior consumer This.

Technology become factor main change in an era of disruption. Artificial intelligence (AI), machine learning, blockchain, and the Internet of Things (IoT) are a number of example technology that has change method organization operate and compete. Mastery to technology new This No only open opportunity creation products and services innovative but also demanding organization For own source Power competent human in technology (Mustakim, 2022). Face reality this, organization must invest in development competence employee at a time adaptation to relevant technology.

Increasing competition high or not limited to limits geographical become characteristics furthermore. The digital era makes it easier organization new develop with quickly and enter that market already There is with a disruptive business model. This matter create competition is not only come from domestically but also from global acteur (Kobstan, 2023). Organization must capable do innovation in a way sustainable and improving efficiency For guard sustainability his business

Sustainability and responsibility answer social company (corporate social responsibility/CSR) becomes the more important in an era of disruption. Consumer

now more tend choose product or service from organizations that pay attention aspect environmental, social and good governance (Arafat dkk., t.t.). This matter demand organization For more Again transparent in operations and is committed to practice sustainable business.

Adaptation to change become deep challenges for organization. No all organization own capacity For adapt in a way fast and effective with changes that occur. This matter require exists change in mindset from all levels of the organization, starting from management peak until employees, for more lively and open to change.

Uncertainty the global economy also provides challenge addition in an era of disruption. Fluctuation economy, war trade, or a global pandemic like COVID-19 can disrupt chain supply and change base strategy business in a way suddenly. Organization sued For own resilience business and capabilities For endure live in the middle condition full uncertainty This

Development risk security cyber become attention special in context massive digitalization. Data becomes asset important and focused for Lots operation business, make its security become priority main. Organization must increase security cyber they For protect data from threat attack increasingly cyber advanced.

High dependency on technology bring challenge in form digital divide. Access and understanding to technology that doesn't equally can cause exists class social new based on ability access technology (Tahar dkk., 2022). Organization must consider aspect This in develop product or services to be inclusive and accessible accessible to more market segments wide.

Innovation become key success in facing an era of disruption. Organization need in a way proactive search for, test, and implement new ideas For get superiority competitive. Attitude open to experimentation and failure become part important of the innovation process This.

Finally, collaboration and synergy interorganizational become tool strategic in face challenges of the era of disruption. Alliance strategic, partnership, or consortium can help organization share risk, expand market reach, and accelerate the innovation process. Cooperation cross sectors and boundaries geographical become essential for navigate the complexity of the new era This with success.

Need Adaptability in Leadership and Management

Need will adaptability in leadership and management become the more crucial in a marked era with change fast or not expected. Researchers and experts has emphasize importance ability For adapt as quality the key is a must owned by leaders and managers in face environment complex and changing business (Sayudin, 2023). Leadership adaptive possible organization No only endure but also growing although exists a challenge that is not predictable.

Researcher Ronald Heifetz of Harvard Kennedy School (Junita & Agilitas, 2021) introduced draft activity leadership adaptive that focuses on abilities For handle necessary changes response from element organization even more than intervention technical. Leader adaptive seen as innovators and agents possible changes utilise source Power with effective while inspire and motivate team they For overcome obstacles and searching solution creative to complex problem.

At level management, adaptability demand flexibility in taking decision as well as ability For with fast reconfigure source power and operational processes in response to market changes. Research by Linda Hill of Harvard Business School (Mustopa & Iswantir, 2023) shows that adaptive manager tend create environment Where innovation can develop, through delegation, collaboration, and empowerment employee.

Besides that is, adaptability in leadership involve development attitude continuous learning. In research published by Stanford Social Innovation Review, author recommend that leader adaptive must Can Study from experience and apply knowledge the to in practice. This possible organization For develop adaptive ' muscles ' that ensure resilience period long in face challenge.

Aspect important other than leadership adaptive is awareness situational and intelligence emotional. Daniel Goleman, renowned psychologist and author wide For his work on intelligence emotional, stressed importance leader in recognize emotion they own and other people's emotions for guide thought and action. In manage change, leader adaptive must can feel dynamics team and more broad, sentiment organization, for navigate transition with empathy.

Anticipating the future is also an aspect critical from leadership adaptive. Leaders and managers must see more Far from operation everyday and explore trends and technology new potential bother industry they. As exemplified by Clayton Christensen, expert theory disruption, leader must develop view anticipate related possibility changes that will happen.

In practice, adaptability manifested through implementation of agile organizational models. Research by McKinsey & Company found that operating organization with an agile model tend more succeed in respond change compared to with those operating in a way traditional. Agile model give possible structure reaction fast and efficient, which is the point adaptability.

In conclusion, need will adaptability in leadership and management reflect current global market realities this is not it unpredictable and full challenge. Leaders and managers must hone ability they For create responsive organization, which can utilise opportunity at a time face uncertainty. Those who can adopt principles adaptability with effective will lead organization going to growth and sustainability in period long.

Practices Effective Team Management In Changing Conditions

In a dynamic global era, capabilities management team become factor decider success A organization. Research result latest show that practices management effective team in changing conditions need a flexible, adaptive and collaborative approach (Mustopa & Iswantir, 2023). Successful manager lead his team through change with use strategy effective communication, intelligent delegation, reinforcement team based trust, learning sustainability, and utilization technology optimally can reach extraordinary results normal although faced with uncertainty.

Communication open and transparent become deep fundamentals management effective team in the middle changing conditions. According to research, effective communication demand involvement active from all member team, where is the manager must provide receptacle for exchange of ideas and feedback. Manager need apply various method communication, like meeting routine, updates scheduled projects, and use of digital communication platforms, for ensure all member team always informed and involved in the retrieval process decision (Sayudin, 2023). This matter No only increase cohesion and cohesiveness team, but also possible identification as well as solution problem in a way proactive.

Smart delegation inform as practice management team others are effective. Strength from approach This lies in capacity manager For recognize skills and strengths unique from every member team, and then delegate task based on strength the (Mustakim, 2022). Approach This stimulate a sense of ownership and responsibility answer in between member team, improve motivation, and produce more output Good (Wulansari & Ma'mun, 2019). Study show that successful manager delegate with effective can optimizing source power, both human and material, increases productivity, and facilitation innovation in look for solution best For problems that arise.

Trust building in team become key in face uncertainty. Management based trust involve practice like give example desired behavior, provide support active to member team, and accept idea they with open (Poernomo, 2020). With build environment positive work, where every member team feel appreciated and trusted to credibility as well as competence One each other, yes create solidarity strong team. Study show that trust Act as foundation For effective collaboration and rapid adaptation to change condition Work.

Focus on learning and adaptation sustainability is also practice proven management effective in current market dynamics This. The team is pushing learning sustainable tend more innovative and fast adapt with change (Hartati, 2020). Through training, workshops and improving access to sources learning, manager can inspiring member team For develop Skills new and deepening knowledge they. Research result confirm that provision source Power learning help look after skill team and look after team still relevant with growing market demands fast.

Lastly, utilization technology is practice decider in date challenge management teams in environments that don't stable. Integration tools modern technology in operation team can increase efficiency, enriching collaboration, and make it easier management project. Work platform collaborative, tools management tasks, and technology communication provide possible means team For Work in a way effective though in a way physique separated. According to research, technology play role strategic in overcome obstacle geographic, speed up Genre information, and support practice innovative work.

In conclusion, management effective team in changing conditions need combination effective communication, intelligent delegation, development trust, learning sustainability, and utilization technology. Practices this, if executed with consistency, yes strengthen team and positioning them For succeed through challenge as well as utilise opportunity in environment always business changed.

Identification Characteristic features Leadership Adaptive

The qualities and competencies possessed by leaders adaptive become key in manage teams in a dynamic and fast- paced environment changed. Adaptive leader must capable communicate with clear and open space for constructive dialogue with member his team. Quality communication This involve openness towards new ideas and abilities For listen input with empathy (Ali dkk., 2021). Leader need understand need his team as well as explain vision and goals organization with way that can be motivate and inspire.

In matter delegation, leader adaptive must know potency every member team and delegate task based on strength they each. Skills This possible member team For develop and deliver contribution maximum to objective together (Kobstan, 2023). A good leader must too own skill in manage source Power including available time, energy and capital. Leader adaptive have view to front about How delegation task can push innovation and creativity in finish problem.

Trust building is element important in operate adaptive leadership. Based leadership trust create culture work anywhere member feel appreciated and supported (Pratama dkk., 2024). Leader adaptive give example through actions and decisions they, show integrity and commitment to values organization. With exists trust, emerges collaboration close- knit team as well as ability For adapt with change with more fast and effective.

Quality others must owned leader adaptive is focus to learning and adaptation sustainable. Leader must always study, fine from success nor failure, as well push member team For do the same thing. Through continuous training and development, leaders adaptive fertilize culture innovation and attitude open to change. Learning sustainably also improve Skills that team in the end contribute to success organization.

Utilization technology is competence that is not can ignored by the leader adaptive. In the digital era, technology possible team For communicate and collaborate without limit geographic. Adaptive leader will integrate tools technology latest For support operational team, speed up Genre information, and support tasks with innovative solutions.

As conclusion, quality and competence leader adaptive among others include ability effective communication, delegation intelligent, development trust, commitment to learning sustainability, and utilization technology. Leaders who own qualities This No only can lead team they through challenge moment This but also shapes it become a strong and ready organization facing the future.

Strategy Implementation Application Leadership Adaptive in Team Management

Strategy implementation leadership adaptive in management team essential underline a number of stages key. Initially, the leader need set vision in a way be explicit and align them with understanding member team. Confess diversity in team as well as adapt distribution task based ability individual become very important. Leader must facilitate culture Study For push innovation and development self. Responsive to dynamics change, using smart data For taking decision fast, as well intertwine communication two direction strengthen collaboration and trust (Sayudin, 2023). Lastly, empower every member For role in leadership strengthen not quite enough answer together going to success team. Following chart strategy implications application leadership adaptive in management team :

Defining the Mission	• Communicate clear goals and direction to the team
Recognizing and Leveraging Team Uniqueness	• Identify individual strengths and weaknesses • Adjust assignments based on talents • Arrange teams based on skill complementarity
Learning Environment Development	• Encourage innovation and experimentation • Provide resources for professional development • Organize joint learning sessions
Adapt to change	• Proactively evaluate and adjust strategies • Use data and feedback for decision making • Quickly respond to challenges and opportunities
Two Way Communication	• Appreciate input and feedback from the team • Build open dialogue and trust • Maintain effective communication at all levels
Shared Leadership	• Provide leadership opportunities to team members • Dividing responsibility and authority • Acknowledge and celebrate mutual success

Chart 1. Indicators Strategy Implementation Application Leadership Adaptive in Team Management

Chart 1, you can become instruction in carry out strategy leadership adaptive in management team with structured way. The chart explains about strategy implementation leadership adaptive in management team covers a number of step important that is necessary done in a way synergistic To use reach success. First, leader must clear define vision organization, all at once ensure vision the understood and internalized by everyone member team. Then, it's important For recognize diversity and uniqueness every member team, so can adapt delegation task based on ability and potential they.

Build culture Study in Teams are also crucial for innovation and development ability sustainable Can happen. Adaptation to change the environment must too become priority, where the leader expected can using data and feeds come back For make fast and correct decisions. Effective communication, good in giving nor reception information, is foundation for creation collaboration and trust among member team. Finally, push member team For take initiative to in leadership and responsibility answer on results Work together is step strategic that will strengthen involvement and commitment every member team to organization.

Limitations and Challenges In Application Leadership Adaptive

Leadership adaptive is very approach required in dynamic and full conditions uncertainty like Now This. However, implementation strategy leadership This No free from a number of limitations and challenges. One of challenge main is resistance from member possible team No Ready or reluctant For adapt with change. Leadership adaptive demand flexibility and readiness For changed, however No all individual own capacity or desire For changed from existing methods they consider comfortable or effective. This matter can create conflict and obstruction harmony in team, which is in the end Can impact on output as a whole whole.

Besides that's a challenge other is difficulty in determine when and how must adapt. In changing environment, leader must capable evaluate situation in a way accurate and make decision proper adaptation time. This need understanding deep about Team internal operations and conditions external influence. However, no always easy For get accurate and precise information time makes leader Possible late in make decision or make decision based on data that is not complete.

Consider integration social in the team also became challenge. In apply leadership adaptive, dynamic groups and interactions member team become very important. Leader must ensure that every member team feel empowered and valued. However, maintain balance between push innovation individual and ensure that There is harmony group Can very difficult. Sometimes, members team Can feel threatened by change or by other members that they consider more dominate or get priority more.

Then, leaders must too own ability For share time and resources Power in a way efficient in the situation always changed. Management source Power in leadership adaptive is about smart allocation For support innovation without sacrifice operation daily. This need ability analytical and planning strategic. However, with challenges that come in a way constant, yes So difficult For guard focus and distribution source effective power between innovation period length and requirements operational daily.

Finally, a challenge significant in apply leadership adaptive is development capacity leadership in team. Strategy This No only about a adaptive leader, but also about build member team For take role leadership in situation certain. This need time, patient, and resources no power always available. Leader must capable evaluate When a member team Ready For promoted to position leadership, as well provide sufficient support and encouragement For ensure they succeed. This is an ongoing process that requires commitment period long. Role a leader in make condition This materialized is crucial but also challenging.

CONCLUSION

Research result showing that da lam application leadership adaptive, there is a number of things that must be done noticed by everyone leadership that is :

1. Resistance To Changes, lots individual show resistance to change, that can be hinder implementation leadership adaptive. The implications to development leadership is necessity building a supportive organizational culture growth and adaptation. Leader must consider the training program and team-building activities designed For increase toughness and will member team For changed.

2. Difficulty Determining When and How to Adapt, decisions proper adaptation need understanding deep about internal and external conditions. This implies necessity development capacity more analytics Good in management, incl use of big data and analytics For information taking more decisions accurate and fast.

3. Integration Social and Team Dynamics, challenges in maintain balance between innovation individuality and harmony group show importance interpersonal competence in leadership. This implies emphasis on developing soft skills for leader, like empathy, communication, and ability negotiation, in training programs leadership and management.

4. Time and Resource Management Power, challenge in allocation source Power show role important management source adaptive power. The implications is necessity development capacity management source more power dynamic, prioritizing initiative strategic as well as adaptability in allocation source Power For reach objective organization.

5. Capacity Building Leadership, its importance build capacity leadership in all over team reflect necessity paradigm development more leadership inclusive and collaborative. This matter implies shift from the leadership model traditional to more models decentralization, where employees are at all level given opportunities and support For develop capacity leadership.

Implications in a way whole for development leadership and management team is necessity approach holistic and adaptive that considers dynamics psychological individual, sophistication analytical in taking decision, its importance ability interpersonal, management source dynamic power, and approach inclusive in development capacity leadership. Embracing leadership adaptive need investment in training, development, and support for leaders and members team For overcome challenge and exploit opportunity in sustainable environment changed.

For do application leadership adaptive in an era of effective disruption, leaders must can compile strategy, among others that is define vision, recognize and utilize uniqueness team, development environment learning, adaptation to change, communication two direction as well as leadership share.

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