

LEADERSHIP DILEMMAS IN A CHANGING BUSINESS ENVIRONMENT

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ABSTRACT

As the social and environmental problems of business increase and the effects of competition increase in the physical and digital markets, leadership plays the most important role in facing these problems and challenges. Yet leadership in these companies faces complex and difficult dilemmas in today's business environment. From a review of the literature, previous studies have identified leadership dilemmas as threats and problems facing companies. This study sought to define leadership dilemmas as choices and initiatives undertaken by leadership that respond to the challenges of the competitive environment. In this study, five new leadership dilemmas were identified: the dilemma of a dynamic strategic vision, leadership continuity dilemma, lost opportunities, the digital dilemma and ethical dilemma

Keywords: Leadership, new leadership dilemmas, digital dilemma, ethical dilemma.

1. INTRODUCTION

Effective leadership usually leaves a deep impact on the company even after a period of its absence. Therefore, the statement that the company is determined by its leadership is still true, even in the age of the internet, the knowledge economy, and networks. In the era of professional individuals whom Quinn and his colleagues called them "Intellects", whom executives say to them: "my bosses" (Quinn et al., 1996, p76) in recognition of their role in the success of the company.

Leadership, by nature of its supreme role, has great power to influence. In fact, the power of leadership's influence is due to the charismatic personality or the inspiring vision or its achieved results, it is what makes leadership the subjective equivalent of all objective forces (financial, material and organizational) in the company.

This explains the fact that leaders are the ones who, in many cases, create resounding successes, and when they fail (of course in management, the concept of poor leadership is used) they create resounding failures as well.

The failed leaders at Enron have transformed in a record period a great company with a market value of \$ 50 billion into a zero market value with a pattern of leadership that has become known as "Leadership by lies" (Petersen & Youssef-Morgan, 2018; Thomas, 2006, p6).

Where companies learn quickly, and the competitive advantage is reproduced and imitated more quickly, leadership is the guarantee to bring new alternatives and capabilities, and it is the competitive advantage that is not replicated or imitated. However, leadership today represents a major dilemma for all companies.

Effective leaders are a scarce currency, and their strategic capabilities change according to the environment characterized by rapid change. Effective leadership creates a relationship between the company and organizational performance criteria (Petersen & Youssef-Morgan, 2018).

In this study, the leadership establishes the relationship with future trends that help the company to overcome dilemmas of the past in order to address the dilemmas of the future.