

# Ecological Leadership for Adaptive Organisations: A Systems-Based Approach to Sustainable Human Resource Development

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## Abstract

To manage diverse teams well, you need to be a good leader and work in an environment that is good for teamwork. Managing teams is like directing a symphony, with the manager functioning as the maestro, bringing together the many instruments and voices of team members to create a unified whole. The manager's job is to guide the team through changes and problems at work, much as a conductor guides each section of the orchestra through rhythmic shifts and melodic nuances. The manager must be able to see both the needs of each team member and the needs of the whole team. They must also be able to adapt plans as needed and encourage collaboration to overcome obstacles and achieve great outcomes, particularly when things change quickly and without warning.

## Keywords

Ecological leadership, adaptive organisations, sustainability, human resource management, systems thinking, regenerative practices, organisational resilience

## 1. Introduction

Companies have problems in the areas of the environment, society, and money. Because of this, CEOs need to deal with and manage these different goals in order to provide value to their businesses. People have been looking closely at the ideas of leadership and sustainability for the last 30 years. This literature is thorough; it covers environmental leadership and sustainable practices, linking a wide range of leader behaviours, strategies, and skills that improve sustainability. However, a review of the leadership literature reveals a lack of agreement and understanding of the kind of leadership necessary to promote effective sustainability. Researchers have tried to tackle this problem in recent years. Organisational adaptability is the ability of a company to see when things need to change and take advantage of opportunities in a changing environment. In a world that is becoming more complicated all the time, executives need to think about changing, spreading, and contextual variables to make their firms more flexible. The idea of dynamic capabilities is a key idea for the things that need to be in place for an organisation to be able to change. A recent research introduced a model of "leadership for organisational adaptability," based in the concepts of dynamic capabilities and ambidextrous leadership. Given the leadership challenges posed by crises and the uncertainties introduced by change, it is essential to understand the characteristics that enable managers to become adaptive leaders, skilled in accurately guiding teams and organisational efforts. It is also crucial to know where the company is in this situation and what organisational factors make adaptive leadership possible. For adaptive leadership to work, the leader's traits and the organization's aspects must be in sync so that the company can create value both within and outside of itself.

## 2. Conceptual Framework: Ecological Leadership

The metaphor is useful since it comes from biology and shows how important environmental concerns are for the survival of humans. A key idea in ecology is that all living things are related in important ways. Global warming is a big problem for the environment because it might have effects that go beyond just rising temperatures. Some possible effects include big changes in farming areas and higher sea levels that might threaten the long-term health of coastal

populations and places where animals breed. These changes might threaten the food supply and cause big changes in how people live together. We don't fully understand how climate change affects ecosystems, so global warming might have effects that we don't expect. When people mess with the systems that keep the climate stable, they may have a number of effects on the interconnected system of systems.

Leadership strategies should use the many abilities and competencies inside the business. Organisations and their leaders have the difficult job of making themselves adaptable in situations that are complicated and always changing. Modern fast-paced environments, shaped by technological progress, globalisation, and markedly elevated customer expectations, need a heightened focus on innovation and renewal. According to the basic principle, organisational adaptability is connected to a certain set of dynamic skills. Organisational adaptability is the ability of an organisation to respond to a changing environment and market conditions. Organisations must identify and assess emerging opportunities, use them, and ultimately undergo restructuring to enable organisational change and maintain a competitive edge. Since developing organisational skills is mostly a leadership issue, it's important to know exactly what leadership actions contribute to organisational flexibility and, in turn, long-term success.

### 3. Adaptive Organisations: Characteristics and Drivers

Integrating sustainability into an organization's strategy depends a lot on Human Resource Management (HRM). This element has a big effect on how well Sustainable Human Resource Management (SHRM) works. HR solutions that connect performance management systems to the goals of the company help keep the economy stable. Training in diversity and hiring methods that are open to everyone help make society more fair. Initiatives that are good for the environment, such energy-efficient workplace designs and regulations that allow people to work from home, help protect the environment. Studies show that companies who use Strategic Human Resource Management (SHRM) have more engaged employees, a better reputation in the market, and a better fit with global sustainability goals, such as the United Nations' Sustainable Development Goals (SDGs). In organisational studies, adaptation to changing external conditions is a major idea and is seen to be important for firms in all fields. Because competitive environments are always changing, companies need to come up with new ideas all the time or at least some of the time in order to stay ahead of the competition and stay in business. Furthermore, scholars underscore the significant empirical data demonstrating that adaptive companies are more likely to achieve success. Businesses that are agile and adaptive may be able to beat their competitors by quickly taking advantage of new opportunities. This may eventually improve an organization's competitive position and boost its performance.

Organisational flexibility is a key concept that shows why organisations need to change. It is "the ability to quickly pursue new opportunities, adapt to changing markets, and avoid becoming complacent." A common trait across the many ideas about organisational change is that the change is aimed at a specific goal for one person. So, starting organisational change is a planned decision to reach a certain goal, which means that the organisation has to be ready for change. To make an active decision, you need to carefully manage organisational change by looking at the factors that make change possible, such as the knowledge and skills, resources, and commitment that are needed. To put it another way, you need specific skills to be able to manage an organisational change process well.

### 4. Operationalizing Ecological Leadership in HRM

Adaptive leadership is the ability to adapt to changing needs and to be flexible and innovative when things become complicated and unexpected. It helps managers understand and meet the requirements of both individuals and groups on their teams, encourage teamwork and innovation, and build a work atmosphere that can handle change. It is important to point out that adaptive leadership is more than just managing teams during change; it is a way of thinking that puts fluidity and flexibility at the top of the list of important values. Adaptive leadership, on the other hand, encourages a mindset of constant learning and quick adaptation. Adaptive leaders don't simply respond to problems; they notice them coming and become ready for them. They create a work environment that values experimentation, innovation, and resilience, which encourages team members to tackle the unknown with courage and determination.

Adaptive leadership also recognises the importance of many perspectives and experiences, and it actively seeks to integrate a wide range of ideas in order to solve problems in new and better ways. Adaptive leadership is more than just reacting to changes in the environment; it tries to shape the future so that businesses may thrive in a world that is always changing.

Sustainable transformations refer to changes in the interactions and feedback between people and the environment in all parts of socio-ecological systems. These changes stress resilience and flexibility. Transformations are recognised as intentional actions executed by agents to bring about significant change, namely radical and non-linear social modifications that may exceed thresholds into new developmental pathways, hence promoting adaptability in socio-ecological systems (SES). Transformations can be classified into ecological (e.g., changes in landscape, ecosystem services, and species assemblages) and social (e.g., new values, norms, institutions, changes in governance structures, and daily practices), with an ongoing interaction between these two categories, which are mutually dependent.

A leader has to understand the complete system and how its parts work together and affect each other. The leader's job is to make sure the system runs well and to make it easier for changes to be made quickly. For a leader, the hardest thing to do is to actively engage with the system to find out about its hidden limits that work behind the scenes. Once you can see the system, you can go on to the next part of a leader's job: utilising your influence wisely to make the changes that are required.

Leaders who can steer the ship are needed when things are unclear or confusing. An amazing leader in situations when things are unclear is great at making choices based on inadequate facts that always lead to good results. These leaders show an impressive level of "ambiguity tolerance." They can handle uncertainty. The lack of understanding that comes with many strategic judgements doesn't stop them. The intricacies of battle and the many possibilities that a business would have to think about in each dangerous situation do not stop them. They do really well in what they do.

To be a good leader in VUCA situations, you need to be able to adapt, come up with new ideas, and understand and utilise digital platforms well. While agility and invention are important traits for a leader, flexibility, inventiveness, and being tech-savvy are the most important things that help companies deal with the big and constant changes in their outside world. When we think about digital transformation, we usually just think about new technologies. However, real digital leadership is about more than just that. It means employing new technology to make an organisation work better

## 5. Conclusion

Leadership can guide businesses through the complexity and unpredictability of mega-threats by implementing a strategy that is adaptable, creative, and quick. This will ensure both short-term survival and long-term growth. This alignment helps create a high-performance organisational culture that values resilience, creativity, and collaboration, the three key traits that provide organisations the tools they need to handle and overcome global problems.

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