

Suggested Adaptive Leadership Principles in Marketing Environment

Fatima Lahcen Yachou Ait-Yassine*

Al-Balqa' Applied University/ Irbid University College

*E-mail of the corresponding author: fathmalahcen@yahoo.com

Abstract

This paper presents a description and analysis for the dynamic leadership in marketing associations, this leadership as always will be called the adaptive leadership. In this paper a measures for adaptation of the leadership will be developed to make a judgment on some leaderships in some marketing associations if they were adaptive or not. It is found that most of marketing leaderships in Jordan are not adaptive but by more experience and training most of them have the ability to transform into adaptive leaderships.

Keywords: Leadership, Adaptive, Marketing, adaptation Measures.

1. Introduction

Leadership in marketing needs to be dynamic and adaptive, the problem is to enable the decision makers to judge if the leadership under consideration is dynamic and adaptive or not, so some measures are suggested here to make this judgment. The significant of this study is its ability to judge if the leadership of some enterprise is adaptive or not. The adaptation measures can be used or applied on any marketing leadership to be adaptive or not.

1.1 Purpose and Significant of Study

This study has many objectives:

-to know and apply the measures used in judging whether some leadership is adaptive or not.

-to study some cases and judge if it is adaptive leadership or not. In this study all marketing leadership are not known whether adaptive or not but by applying the measures of adaptation on such leaderships and analyze the results it can be knew if it is adaptive or not. Analyzing the studied leaderships and applying measures of adaptive leadership on such leaderships is the methodology used to judge if the leaderships under consideration are adaptive or not. All marketing leaderships in Jordan are the population of the study but under some circumstances a sample of such leaderships are studied i. e. fifty leaderships are studied and analyzed. The studied sample consists of both male and female members who really have a degree in leadership or human resources or marketing specialists. Experience years of the samples members were not less than 10 years. Appendix 1 shows the questions had been asked to the members of the sample had been studied. Analysis and statistical principles are the main tools used in the study under consideration.

2. Literature Review

During the past four decades, the impact of leadership styles on organizational performance has been a topic of interest among academics and practitioners working in the area of leadership. Julian B. et al.(1996), A pretest-posttest control-group design ($N = 20$) was used to assess the effects of transformational leadership training, with 9 and 11 managers assigned randomly to training and control groups, respectively. Training consisted of a 1-day group session and 4 individual booster sessions thereafter on a monthly basis. Multivariate analyses of covariance, with pretest scores as the covariate, showed that the training resulted in significant effects on subordinates' perceptions of leaders' transformational leadership, subordinates' own organizational commitment, and 2 aspects of branch-level financial performance (Julian B. et al., 1996). Several reasons indicate that there should be a relationship between leadership and performance. The first reason relates to practice. Today's intensive, dynamic markets feature innovation-based competition, price/performance rivalry, decreasing returns, and the creative destruction of existing competencies. Fenwick et. al.(2008) have devoted considerable attention to the potential effects of leadership on organizational performance. Despite increased research into the leadership-performance relationship, major gaps still remain in our understanding. This paper reviewed the published literature and identifies these gaps, highlighting implications for future research into the leadership-performance relationship (Fenwick F. J. et al., 2008). Justin A. Et al,(2005), the researcher argues that the OLA may be utilized as a strategic tool for increasing the effectiveness of teams in organizations. Toward this end, the following was presented a review of the relevant literature, a survey and presentation of the new research correlating team effectiveness with OLA measures, a theoretical model for understanding the use of the OLA as a strategic tool for increasing the effectiveness of teams, and recommendations for leadership researchers and practitioners (Justin A. I., 2004). Richard H. Beinecke, (2009), Five core leadership competency areas are described in The Leadership and Management Skill Set personal skills and knowledge, interpersonal

(people) skills, transactional (execution, management) skills, transformational skills, and policy and program knowledge. Public leadership and competent leaders will be keys to success in the millennium (*Richard H. B., 2009*). Jan S. (2006), reviewed the conceptual and empirical development of transformational leadership as it evolved through the work of James MacGregor Burns, Bernard M. Bass, Bruce J. Avolio, and Kenneth Leithwood. Moreover, the paper will discuss some of the conflicting opinions and diverging perspectives from many of the critics of transformational leadership. The author argued that transformational leadership will continue to evolve in order to adequately respond to the changing needs of schools in the context of educational accountability and school reform (*Jan S., 2006*). ROBERT F. Et al. (2006) found that there are two meta-competences to be pivotal to adopting service-dominant logic. Collaborative capability represents the ability of the organization to work with other parties in an open, truthful and symmetric manner. To do so the organization must also have internal specialized capabilities and knowledge because otherwise no other organization would benefit from working with the organization. Absorptive capability is the ability of the organization to absorb new information from the environment, including its collaborative partners. Importantly, both of these are organizational capabilities that are part of the organization's culture. We all know cultures change slowly; if your firm does not have these two meta-competences you need to first work at improving these to provide a platform for more successful service-dominant logic implementation.

Once you think your organization has the base level of collaborative capability and absorptive capability, you should consider adopting service-dominant logic with a prototype project to help you refine the model and identify resistances. What could be more exciting and bring more potential competitive advantage than pursuing a new business opportunity or a major business problem with this new frame of reference? Think about the exciting learning that occurs when a firm collaborates with employees, customers and partners of its entire supply and value network to co-create a service offering and value proposition with conversation and dialog at the center. They also conclude that at least since the days of Adam Smith's study of what contributes to national wellbeing, we have been taught to think of the value of resources in terms of their tangibility and to view the economic world in terms of the exchange of tangible goods. But the economic world has changed, and marketing is no longer centrally concerned with physical distribution; it is now more centrally concerned with the facilitation of all economic exchange, which increasingly cannot be understood in terms of tangible goods. Service-dominant logic takes a broader, more comprehensive view of exchange. It focuses on the intangible, often information that can now be transmitted across national boundaries instantly, as well as higher order skills that can be exported in addition to, or increasingly in lieu of, tangible goods. Thus, it is a logic focused primarily on the application of dynamic operant resources service. This logic points both firms and nations toward policies and approaches to the markets that are somewhat contrary to their existing prevailing logic. It implies that just as individual and firm wellbeing are tied to societal wellbeing; national wealth is tied to global wealth. The inverse of these wellbeing and wealth relationships is also true (*Robert F., et al. 2006*).

Depending on the literature review it is obvious that the dynamically leadership in organizations specially in marketing or what will be called in this paper the adaptive leadership has not been yet studied which will be the main focus in this paper.

3. Methodology

Adaptive leadership in marketing can be defined as that leadership can resist or prevent marketing problems in the organization or association, also it should have the ability to find new markets for his association goods, and also has the ability to decision making in short time. Adaptive leadership must have the ability to absorb shocks, marketing failure, and cash shortage.

The following table contains some characteristics of any leadership to be adaptive. Some case studies will be studied later to make a judgment if such leadership is adaptive or not.

Table 1. Suggested characteristics of adaptive leadership and their weights

Characteristics	Weight
Ability to change over the sequence of work in little amount of time	10%
Can take right decisions as fast as possible	18%
Has a vision and forecasting tools	17%
Accept criticism	15%
Has the ability to relate changing in parameters and planning	15%
Expectation and fast response	15%
Follow up execution of decisions	10%

4. Research Finding and Discussion

Fifty leaderships in 50 marketing organizations had been studied and make a response about the last items of table (1). If the collected weight that may the leadership get is over 55% to 65% then it can be considered as low adaptive, while if the weight is in between 66% to 80% it can be considered as moderate adaptive leadership, finally any leadership gets over 81% it can be considered as highly adaptive leadership.

By applying the last measure on the 50 leaderships studied the following results had been found.

Table (2) results of study

Collected Weight (class mark)	Number of leaderships	Percent
48	20	40%
60	10	20%
70	15	30%
85	5	10%

The last results were represented in figure(1) as shown below.

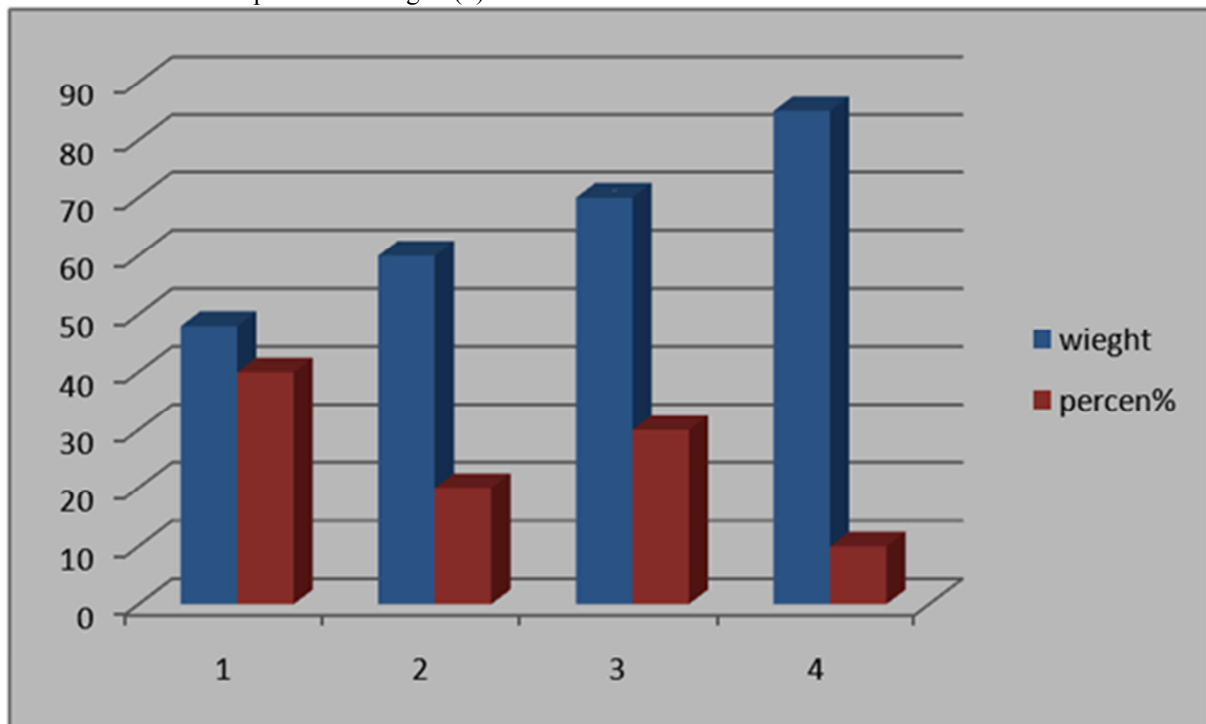


Figure (1) weights collected and percentage of adaptive leadership in marketing organizations in Jordan.

It is clear from last figure and tables that any leadership having a collected weight more than 55% can be considered as an adaptive leadership, about 50% of the marketing leadership in Jordan are not adaptive, about 40% are considered as moderately adaptive while about just 10% can be considered adaptive. To increase adaptively of the leadership, practice and applying the principles of adaptation can make the leadership adaptive.

5. Conclusions

Adaptive leaderships are rarely can be found, it needs more experience, practice, studies, and applying its principles. The main point is to go deeply to be adaptive, it needs some patient, team work, and good knowledge.

References

- [1] Edmondson, A .C., Roberto, M .A., & Watkins, M .D .(2003). A Dynamic Model of Top Management Team Effectiveness :Managing Unstructured Task Streams. *Leadership Quarterly*, 14(3), pp .297-326.
- [2] Farling, M., Stone, A., & Winston, B .E. (1999). Servant Leadership :Setting the Stage for Empirical Research. *Journal of Leadership Studies*, 6, pp .49-72.

- [3] Fenwick F. J. , Gayle C .A., (2008). “Missing Links In Understanding The Relationship Between Leadership And Organizational Performance”, International Business & Economics Research Journal – May 2008 Volume 7, Number 5.
- [4] Gibson, C., & Vermeulen, F. (2003). A Healthy Divide :Subgroups as a Stimulus For Team Learning Behavior Administrative Science Quarterly, 48(2), 202-239.
- [5] Gibson, C.B., Zellmer-Bruhn, M.E., & Schwab, D.P. (2003) .Team Effectiveness in Multinational Organizations :Evaluation Across Contexts. Group & Organization Management, 28(4), 444.
- [6] Jan S., (2006), Transformational Leadership :An Evolving Concept Examined through the Works of Burns, Bass, Avolio, and Leithwood, Canadian Journal of Educational Administration and Policy, Issue NO. 54.
- [7] Julian B. , Tom W., E.Kevin K., (1996) " Effects of Transformational Leadership Training on Attitudinal and Financial Outcomes: A Field Experiment", Journal of Applied Psychology, Vol .81, No .6 .827-832.
- [8] Justin A. I., (2004), Utilizing the Organizational Leadership Assessment as a Strategic Tool for Increasing the Effectiveness of Teams within Organizations, Journal of Management and Marketing Research 124.
- [9] Richard H. B., (2009), Introduction :Leadership for Wicked Problems, The Innovation Journal :The Public Sector Innovation Journal, Volume 14(1), 2009, article 1.
- [10] Robert F., Lusch S. L .Vargo A. J ., (2006). Marketing as Service-Exchange: Taking a Leadership Role in Global Marketing Management, Organizational Dynamics, Vol .35, No .3, pp .264–278, 2006.

Appendix 1

Questions	Answer
Do you have the Ability to change over the sequence of work in little amount of time?	
Can you take the right decisions as fast as possible?	
Do you have and use a vision and forecasting tools?	
Are you accepting criticism?	
Do you have the ability to relate changing in market parameters and planning?	
Do you have the Expectation and fast response skills?	
Do you Follow up execution of decisions?	

This academic article was published by The International Institute for Science, Technology and Education (IISTE). The IISTE is a pioneer in the Open Access Publishing service based in the U.S. and Europe. The aim of the institute is Accelerating Global Knowledge Sharing.

More information about the publisher can be found in the IISTE's homepage:

<http://www.iiste.org>

The IISTE is currently hosting more than 30 peer-reviewed academic journals and collaborating with academic institutions around the world. **Prospective authors of IISTE journals can find the submission instruction on the following page:**

<http://www.iiste.org/Journals/>

The IISTE editorial team promises to review and publish all the qualified submissions in a fast manner. All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Printed version of the journals is also available upon request of readers and authors.

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

