

LEADERSHIP COMMUNICATION STRATEGY IN THE DISRUPTIVE ERA: BUILDING ADAPTIVE AND INNOVATIVE ORGANIZATIONAL PERFORMANCE

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This study discusses leadership communication strategies in the era of disruption to build adaptive and innovative organizational performance. Organizations are affected by the era of disruption which requires adaptive and innovative leaders. Therefore, effective leadership communication is very important to create a work environment that is responsive to situations that are Volatility, Uncertainty, Complexity, Ambiguity (VUCA). This study uses a qualitative method with a case study approach and interviews to collect data from several organizations operating in the era of disruption. The results of the study show that effective leadership communication strategies in the era of disruption consist of three dimensions, namely leadership development strategies, organizational culture development strategies, and organizational relationship strengthening strategies. In addition, leaders must also pay attention to important factors such as trust, loyalty, and transparency in their communications. The implication of this research is that organizational leaders need to understand the importance of an effective leadership communication strategy to build adaptive and innovative organizational performance in an era of disruption..

Keywords: Disruption, Communication, Organization, Leadership Agility, Adaptive.

1. Introduction

Organizational leaders must begin to adjust to the changing relationships formed in the era of disruption. Disruption affects the responsiveness of organizational leaders to communicate continuity of concern to the organization and their constituents. In the era of disruption, leaders must increase the need for a better understanding of leadership responses to significant disruptions (Douglas et al., 2022). Exogenous shocks (pandemic, technological, and natural disasters) force leaders to quickly communicate with multiple employees, organizational members, community members, and the public.

The disruption leads us to technological developments, regulatory changes, or changes in people's lifestyles, which can disrupt or change how organizations work(He et al., 2023). Leaders are required to adapt and seek innovations in developing the organization. They must carry out digital transformation by planning and carrying out activities systematically, also, designing a communication strategy that balances technology and people in organizational decision-making (Sağbaşı & Alp Erdoğan, 2022). Digital learning must be cumulative and incremental(Cousins, 2018). Organizational learning depends on the accumulation of personal knowledge and the structure of communication with the external and internal environment of the organization.

In contrast, incremental learning requires learning efficiency, which depends on the learning structure and the wealth of knowledge leaders possess (Cousins, 2018). This learning leads leaders to adopt technology in adjusting communication styles and decision-making. Technology adoption in decision-making is needed to increase productivity and create organizational value and prosperity. Thus, adopting organizational technology requires a digital learning culture that prioritizes organizational



governance and improves relationships between members and between organizations (Correani et al., 2020). Digital learning is expected to encourage digital adaptation for leaders and organization members.

Leaders can adapt if they are proactive and responsive to digital transformation. Leaders must combine communication skills and digital technology in dealing with demands for change and be innovative in responding to the competition they face. Agile leadership in responding to uncertainty/ambiguity in dealing with uncertain, uncertain and complex situations(Hidayah, 2022)

Adopting digital transformation strategies within organizations also involves various problems and challenges. Digital transformation requires financing, digital resources and digital infrastructure. Leaders' primary challenge is ensuring consistency between strategy formulation and policy implementation using digital technology. In particular, formulating a digital strategy refers to policy-determining guidelines. The digital strategy encourages leaders to innovate and provide value by leveraging digital technology. Digital leverage is used to achieve long-term goals, including external environmental factors and technological potential in the current competitive scenario(Barry Libert et al., 2016; Nygren et al., 2022).

In facing the challenges of disruption, organizational leadership and communication strategies are critical factors in building adaptive and innovative performance. The main challenge for leaders during disruptions (exogenous shocks) is to translate the intensity and complexity of the shocks into an accurate and direct message. (Douglas et al., 2022). Organizational communication is used to carry out management functions and transfer communication in achieving organizational goals and sustainability(Zorlu & Korkmaz, 2021). The communication strategies practised by leaders must be able to adapt to volatile, uncertain, complex, and ambiguous environmental conditions (Volatility, Uncertainty, Complexity, Ambiguity-VUCA). Introduction to VUCA has defined the digital economy as a highly disruptive and potentially punishing organizational environment focused on an incremental understanding of leaders(Cousins, 2018). Hence, leaders must understand VUCA in helping leaders develop strategies to reduce the risk of loss and make decisions quickly responsive to the organization's problems.(Baran & Woznyj, 2021; Lawrence, 2013; Lekhanya, 2018).

Leaders establish strategies by establishing relationships with the organization's external environment, transferring information obtained from the external environment to information processing centres within the organization, as well as efforts to work together within the organization and unite towards common goals regarding increasing productivity and success of organizational activities.(Zorlu & Korkmaz, 2021). The success of activities related to alignment, consensus, and coordination within the organization, as well as the adaptation and flow of information with the organization's external environment, can be achieved by building an effective communication system within the organization.

Agile leadership is able to adapt to environmental changes and lead the organization in the right direction. At the same time, an effective communication strategy allows organizations to communicate their vision and mission well to stakeholders. (Joiners, 2019). Therefore, this scientific journal article will discuss the importance of an effective leadership communication strategy in the era of disruption and how it can help organizations build adaptive and innovative performance. This article will provide theoretical explanations and case studies from organizations that successfully face disruption challenges with exemplary leadership and communication strategies.

The Need for Effective Leadership and Communication

In the era of disruption, leadership and communication strategies are becoming increasingly important. *Disruption* is defined as rapid and unexpected changes that majorly impact organizations and society. Initially, this term was used to describe a new technology or startup that aims to shake up the industry and change the pattern of competition(Christensen et al., 2006, 2018). Recognize the process of disruption of innovation applied in products, commercial services, and organizations, according to Christensen et al. (2006), by identifying five types of catalytic innovator qualities, i.e. creating systemic



social change through scaling and replication, meeting overserved or underserved needs, offering products and services that are simpler and cheaper than existing alternatives, generating resources by that are initially unappealing to incumbent competitors, and are often ignored, belittled, or even encouraged by existing players whose business models are unprofitable or unattractive. Therefore, effective leaders must be able to recognize and anticipate rapid changes, as well as communicate well to lead organizations and society through these changes.

Increasing the spread and utilization of digital technology encourages digital transformation in various activities of people's lives (Klein, 2020; Porfírio et al., 2021). Organizations are faced with demands for organizational change in using digital technology. Nevertheless, cultural change is also significant in developing digital technology. The process of digital technology adoption drives a more sweeping cultural change. This shows that the essence of digital transformation is actually humans themselves and not just the use of digital technology. Therefore, success in adopting digital technology requires effective leadership and communication.

In this era of disruption, leadership and communication strategies are becoming increasingly important. Influential leaders must be able to recognize and anticipate rapid changes, as well as communicate well to lead organizations and communities through these changes. Accuracy in communication is one of the most critical communication skills. The combination of Digital Transformation and digitization helps in communication to understand your audience's frame of reference. Digital transformation and digitization are helping running organizations, and people navigate complex and unpredictable business environments, as demonstrated by the VUCA model. Therefore, leaders must be able to develop flexible and adaptive strategies to deal with unexpected and often radical changes. Besides that,

According to Finkelstein and Hambrick (1996); Reger et al. (1997), leadership in crises found that adaptive leadership is essential to deal with crises and rapid changes. The characteristics of an adaptive leader are found in the agility leadership style, which has the ability of a leader to adapt to rapid and unexpected changes (AlNuaimi et al., 2022). In addition to adaptive leadership, communication is essential in dealing with disruption. Effective communication can help minimize confusion and uncertainty in changing situations (Castells, 2007; Littlejohn & Foss, 2009; Nah & Yamamoto, 2019).

Leaders must be able to convey clear and easy-to-understand messages, as well as communicate with all parties involved in the organization (Coldevin, 2001). Openness and transparency through communication is also essential factor in leadership (Charteris-Black, 2006). Open and transparent leadership can create trust and security among team members and stakeholders. It can also help reduce anxiety and uncertainty and allow the team to be more involved in decision-making. In addition, innovation and creativity are also significant in the era of disruption. Leaders must encourage team members to think creatively and innovate in finding new and practical solutions. In situations of disruption, innovation and creativity can help organizations and communities adapt to rapid and unexpected changes.

In communication in dealing with disruption, organizations must establish collaborative and partnership relationships, which are also very important in dealing with VUCA problems (Saputra & Al Siddiq, 2020; Zahra et al., 2021). Successful leadership in an era of disruption requires strong collaboration and partnerships between organizations and other stakeholders (Eriyatno & Kolopaking, 2019; Hall, 2012; Sjaf et al., 2022). Organizational disruption shows that strong collaboration and partnerships are critical to face these challenges. In this case, effective communication has an important role. Effective communication can help build strong collaborations and partnerships between organizations and other stakeholders. Good communication enables organizations to understand the needs and wants of other stakeholders and communicate with them effectively to create mutually beneficial



partnerships. In addition, effective communication can also help in overcoming conflicts that may occur in collaborations and partnerships. Therefore, effective communication is essential in creating solid collaborations and partnerships in dealing with disruption.

Building partnerships in facing the era of disruption requires effective leadership communication in creating hope, possibility, and a promising future for the organization (Jamal & Bakar, 2017; Suppiah et al., 2021). Good leadership transforms individuals and organizations and creates moments of vision and understanding that allow people to transcend new levels of experience and performance. In addition, effective communication is also essential in creating a productive work environment, a solid team, and overall organizational success. Good communication includes providing constructive feedback, resolving conflicts, and building solid relationships with team members. Therefore, effective leadership and good communication are crucial to achieving organizational success and creating a healthy and productive work environment (Mayfield & Mayfield, 2017).

Innovation disruption requires effective leadership and communication strategies to help organizations and society navigate complex and unpredictable business environments. Influential leaders must be able to anticipate change, develop flexible and adaptive strategies, and establish clear and open communications with stakeholders. In a business environment filled with uncertainty, leaders must be able to face unexpected challenges and respond quickly and effectively (Baran & Woznyj, 2021; Lawrence, 2013; Lekhanya, 2018). Leaders must face uncertain and rapidly changing challenges effectively and openly to create innovative and sustainable solutions for organizations and society.

2. Method

The research method used in this research uses qualitative methods with a literature study approach. This approach is used to understand social phenomena through texts and previous research. Literature study is a way to explore and analyze literature related to the topic under study. Literature studies usually involve collecting and analyzing library materials, journals, and other relevant documents related to the research topic. Through literature studies, researchers can identify relevant ideas and theories, identify weaknesses in previous research, and strengthen research with a solid theoretical basis.

This approach is also strengthened by the case study approach in a qualitative method is a way to study a social phenomenon that occurs in a particular group or individual. Based on previous research on communication strategy and organizational leadership, forms of leadership, and effective leadership communication, case study research was carried out. Thus, the data obtained is analyzed deeply to identify emerging patterns and help generate meaningful research findings. Overall, qualitative methods with a literature study and case study approach are an effective way to understand social phenomena from the participants' perspective and context.

3. Results And Discussion

Dimensions and Leadership Style

The leadership dimension is a concept that refers to the characteristics or traits that must be possessed by a leader (Kleins, 2020). The leadership dimension describes a highly personal leadership development experience (Sugerman, 2011). In business and organizations, leadership is the ability to motivate, inspire and direct others to achieve predetermined goals (Allen, 1998; Northhouse, 2016). Therefore, to understand an effective leadership communication strategy, it is necessary to understand the dimensions of leadership, which help to understand and analyze a person's behaviour and leadership style, identify and differentiate between different leadership styles, understand these leadership styles affect the performance and success of an organization or team, improve leadership skills them even better, assisting organizations in selecting the right leaders and creating a positive and productive work culture, and



helping to understand a person's leadership style can affect the way he or she communicates with team members.

Dimensions of Leadership According to Dublin (2013), consists of two dimensions of leadership is the initiative structure. the role of a leader providing direction and structure in the tasks and goals to be achieved and the consideration dimension. Namely, the extent to which a leader pays attention to the social and emotional needs of team members These two dimensions can be used to evaluate the role and performance of organizational leaders in achieving the vision and goals of the organization.

Durbin (2013) shows that there are several leadership styles based on the relationship between the two dimensions of leadership, namely; First, a high-consideration leadership style with a low initiative structure shows the ability of a leader to pay attention to the needs, aspirations, and feelings of team or organization members. Meanwhile, a leader with a low initiative structure tends to let team members work independently and provide little direction or oversight; second, the leadership style of consideration and high initiative structure describes the style of a leader who gives evident attention and direction to team members or organizations in making decisions and managing their tasks; thirdly, low consideration with low initiative structure shows that leaders do not give precise attention and direction to team members or organizations in making decisions and managing their tasks; Fourth, low consideration with a high initiative structure shows a leader's low ability to pay attention to the needs, aspirations, and feelings of team members or organizations. Meanwhile, a leader with a low initiative structure lets team members work independently and provides little direction or oversight.

The ideal typology of leadership style is aimed at the second quadrant, namely, the leader able to provide a high structure of initiative and consideration. This leadership style is ideal for managing and managing performance within the internal organization. These two dimensions are also strongly influenced by other leadership styles, transformational leadership styles and charismatic leadership styles. The two leadership styles have different structures of initiative, consideration in making decisions, and concern for their members. Transformative leadership motivates people to change means a considerate leadership style with a low initiative structure, while charismatic leadership motivates people to follow; of course, this leadership style has a low initiative and consideration structure.

Transformational leadership is a form in which a leader can influence and inspire followers to achieve higher common goals(Northhouse, 2016). Transformational leaders can create new visions, motivate and mobilize employees to achieve those goals and strengthen employee morale and enthusiasm. Transformative leaders are also very effective communicators. Transformational leaders have the communication power to influence that because they can motivate people to do more than expected. This leadership model differs from charismatic leadership, which has the power of charisma to inspire and motivate group members to achieve the same goals. (Allen, 1998; Northhouse, 2016). Charismatic leaders are skilled communicators, formulating believable dreams and using metaphors to inspire people. Charismatic leaders can also inspire stakeholders with stories that convey important messages. Charismatic leaders are often labelled friendly and outgoing by others. The difference between the two leaderships can be seen in Table 1.

Table 1. Comparison of Transformational, Charismatic, And Agility Leadership Styles

Differentiating Aspect	Leadership Style		
	Transformational leadership	Charismatic Leadership	Agility Leadership
Focus	Future and change	Current and trust	Anticipation and adaptation
Orientation	Tasks and Relationships	Personality and Beliefs	balance and interests
Strategy	Inspiring and empowering	Interesting and motivating	Merging wisdom and courage of decision-making.
Influence	Direct and support	Charisma and personal charm	Creating an inclusive and mutually supportive environment
Interaction	Dialogue and collaborate	Lead with charisma and charm	Establish relationships through technology and networks
Interest	Focus on the interests of the group	Focused on individual interests	Optimizing individual and group interests
Example	Barack Obama, Bill Gates, Basuki Tjahaja Purnama	Martin Luther King Jr., Steve Jobs, Probowo, SBY, Ridwan Kamil	Jeff Bezos, Elon Musk, BJ Habibie

Table 1 illustrates that the transformative leadership style focuses more on the future and change, while the charismatic leadership style focuses more on the present and beliefs. On the orientation side, the transformative leadership style focuses more on tasks and relationships, while the charismatic leadership style focuses more on personality and beliefs. Transformative leadership strategies are inspiring and empowering, while charismatic leadership strategies are engaging and motivating. Regarding influence, transformative leadership is directing and supportive, while charismatic leadership relies on charisma and personal appeal. Interaction in transformative leadership is dialogue and collaboration, while charismatic leadership is more prominent in leading with charisma and charm. In terms of interests,

The differences between the two leadership styles have their strengths and weaknesses. Transformative leadership is more suitable for leading in situations of rapid change, whereas charismatic leadership is more suitable in stable situations or when motivating individuals specifically. The table comparison results show an alternative leadership style that integrates transformational and charismatic leadership elements, focusing on the ability to adapt quickly in an uncertain and complex environment. Agility leadership can respond quickly to change, uncertainty, and increased complexity (Joiners, 2019). Agility leaders are wise leaders by providing opportunities for their members to learn to organize (Uyun, 2018). This leadership model provides the skills to deal with change quickly and effectively.

Specific requirements for the agility leadership style are providing guidance, direction, and direction for teams working across time zones and cultures and integrating collaboration into the organizational culture. (Horney et al., 2010). Leadership agility is the ability to sense and respond to change with focused, quick, and flexible actions (Baran & Woznyj, 2021; Horney et al., 2010; Lawrence, 2013). This leadership must have the skills to adapt, change and innovate (Bence, 2022). Leadership style



must develop and improve organizational agility, and agility leadership emphasizes strategic agility, operational agility (including culture and structure and systems), and leadership agility. Based on this, this framework presents a reference for understanding agility leadership styles. The effectiveness of the leadership style is determined mainly by the leader's communication and learning in responding to the situation at hand. The fundamental concepts of the dimensions of leadership are learning and communication, which determine relatively consistent patterns of behaviour for a leader. This consistency occurs because the leadership style is based on individual personality.

Leadership Communication Learning

Leadership communication learning is developing and improving capacity and quality to help someone acquire practical communication skills and abilities in understanding leadership situations (Charteris-Black, 2006). Learning communication can help improve the skills of leaders in articulating the situations they face to their members (Johnson & Hackman, 2018). An organizational leader must have effective communication techniques to explain the organization's decisions, considerations, initiatives, and goals to its members. Clear communication is the key to building solid relationships in achieving common goals.

The stages of learning effective communication that leaders need to do are as follows:

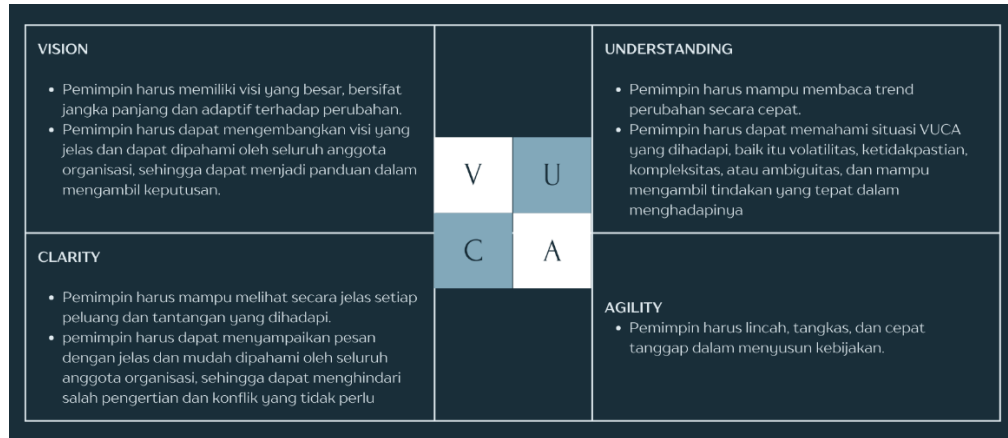
- a. Listen carefully: Leaders must learn to listen carefully to their subordinates' opinions.
- b. Build strong relationships with subordinates.
- c. Communicate in different styles depending on the situation and the people they are talking to.
- d. Do self-reflection, learn from their experiences, and continuously strive to improve their leadership communication skills.
- e. Maintain clear and open communications to subordinates that are easy to understand.

Effective leadership communication strategy

The relationship between leadership communication learning and leadership communication strategies is very close. Leadership communication learning can help leaders improve their communication skills and create effective communication strategies to achieve organizational goals. A leadership communication strategy is a series of steps a leader takes to ensure effective communication with subordinates and achieve organizational goals. In the era of disruption, the leadership strategy underwent a transformation process in response to the VUCA situation.

In a disruptive era filled with uncertainty and change (VUCA), leadership communication strategies must adapt and transform to meet the demands of a changing environment. Leaders must be able to use various communication technologies, such as social media and cloud-based applications, to communicate with subordinates remotely and accelerate decision-making. In addition, the leadership communication strategy must also be more inclusive and pay attention to the interests of all stakeholders, including members, customers and the community. Leaders must build a culture of open communication, respect differences of opinion, and encourage collaboration to achieve common goals.

Figure 1. Agility leadership dimensions



Leaders with leadership agility in VUCA situations adapt their leadership style to the demands of a changing environment to lead effectively in various situations. Agility leadership also demands the leader's ability to manage VUCA into the vision, understanding, clarity, and Agility (Vuca) leadership department. The agility leadership dimension is shown in Figure 3. Leaders can plan quickly, make decisions, communicate effectively, and lead teams in complex and uncertain situations. This dimension aligns with the ideal leadership dimension on ideasDuBrin (2013), namely a high initiative and consideration structure. This is because Agility's leadership is in the development of adaptability, flexibility, and innovation. The agility leadership style strategy requires developing good leadership, building a positive organizational culture, and strengthening relationships with various parties to manage organizational performance.

Leadership style has a strong influence on organizational performance. However, the leadership style is influenced by the external situation faced by the organization. These external influences are determined mainly by technology adoption through digitization (utilization of digital technology) and digitalization by utilizing digital technology to change business or organizational models and provide new income and opportunities based on the added value produced by data. Meanwhile, digital transformation, namely the adoption of digital technology, is far more comprehensive and requires cultural change. Therefore, an agile leadership strategy focuses on developing adaptability, flexibility, and innovation in the face of continuous change.

- a. Leadership development: Leaders must have the ability to adapt quickly and lead the organization in the face of continuous change. Therefore, leadership development is an essential strategy in agility leadership. Leaders must continue to improve their leadership abilities through training, mentoring, and self-development.
- b. Organizational culture development strategy: A positive and inclusive organizational culture supports an agile leadership style. A good organizational culture can build a sense of togetherness, openness and collaboration among team members, making it easier to adapt to change. Therefore, leaders must build a positive organizational culture that supports innovation and adaptation.

- c. Strategy for strengthening corporate relations: Strengthening corporate relations is also essential in agility leadership. Leaders must build solid networks and relationships with various parties, such as customers, business partners, and the public. This can help organizations adapt quickly and gain the support and resources needed for continuous change.

4. Conclusion

In the era of disruption, an agility leadership communication strategy is essential to build adaptive and innovative organizational performance. This is caused by rapid and unexpected business and organizational changes that require leadership to respond quickly and appropriately. The agility leadership communication strategy requires organizations to build the skills to correctly manage and motivate organizational members. This can help members to become more adaptive in responding to changing environments and to be more innovative in creating solutions to challenges facing the organization. The agility leadership communication strategy in the era of disruption consists of three dimensions: leadership development strategies, organizational culture development strategies, and corporate relations strengthening strategies that can help build a positive and productive organizational culture. With clear and open communication, leaders can ensure that all team members understand and adopt the organization's vision and values. This can help create a positive and collaborative work environment where employees can work together to achieve organizational goals. This communication strategy is fundamental in building adaptive and innovative organizational performance. This can help organizations respond quickly and appropriately to environmental changes and create a positive and productive work environment.

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