

A DESCRIPTIVE STUDY IN RESPECT TO APPRAISAL OF BLUE OCEAN LEADERSHIP STYLE

Dr. Mehak Gulati*
Dr. Anju Singh**
Dr. Surbhi Mathur***
Dr. Aditi Kaushik****

ABSTRACT

Managers and leadership activities are at the core of any organization's operation and control is the mechanism she/he offers. Retaining talented employees is crucial for an organization's sustainable development, and ineffective leadership often leads to employee disengagement. Blue Ocean Leadership tries to bring one significant reform at the fundamental level of leadership, which has the impact on organisations where disengaged work force is the standard. The paper only identifies Blue Ocean Leadership by employing secondary data to contrast it with traditional leadership models, defines the "concept" of Blue Ocean Leadership, and then performs a thorough analysis.

Keywords: Blue Ocean Leadership, Talent Retention, Employee Engagement, Traditional Leadership.

Introduction

A report by Gallup in 2013 highlighted that 50% of employees merely put in their time at work, with another 20% actively expressing dissatisfaction through counterproductive behaviors. There is itself loss of the U.S. economy of half a trillion dollars U.S. per year. Lack of good management is one of the main culprits, and many of the managers admit to the difficulty of making good use of workforce full potential. According to Daniel Goleman's research, while IQ and vision itself are valuable, it is not enough by itself to succeed unless complemented with a score in emotional intelligence. Emotional intelligence, as well as self-awareness, empathy, and interacting with others - is a must have of effective leadership. This research demonstrates that leadership effectiveness is deeply rooted in emotional intelligence, which can significantly impact organizational success.

The success and growth of the organization has a significant relationship with the leaders and the style they adopt. The actions and act of the leaders has a lot to have an affect on the teams efficiency and effectiveness which has an overall impact on the organization growth and success. The blue ocean leadership style grid also helps in understanding the activities which can be eliminated which further helps the leader in bringing more efficiency to the firm.

This study aims at understanding the blue ocean leadership and its effectiveness through the study of various literature present around it. So that it can be defined with much more effectiveness.

Objective of the Study

This study aims to investigate the Blue Ocean Leadership styles, strategies and contrasts them with traditional leadership methods. The also aims to descriptive perspective which will help in an defining the Blue Ocean Leadership theory and will further help in conducting the research.

* Assistant Professor, Manipal University Jaipur, Rajasthan, India.
** Assistant Professor, Symbiosis School for Online and Digital Learning, India.
*** Assistant Professor (Senior Scale), Manipal University Jaipur, Rajasthan, India.
**** Assistant Professor, United World School of Management, Karnavati University, Gandhinagar, Gujarat, India.

Research Methodology

The study presents a descriptive study which is built on secondary data, obtained from reputed journals, articles, chapters, books, magazines and newspapers.

Review of Literature

Ahmet Tilfarlıgil and Hacı Mustafa Paksoy (2023) conducted a study to study the blue ocean leadership effect on orientation of the staff of the university in Gaziantep, Turkey. The methodology used in the study was the blue ocean leadership scale. During the study it was found out that the age and experience have important linkages to leadership orientation in the university staff. In the study they concluded that the formal administrative duties did not translate to higher leadership strengths possessed by the leadership on higher positions. In the last it was also concluded that the only limitation was that cross-sectional effects can also be studied to the effect of the academic demographics and empathy in the leadership.

The extent of blue ocean leadership, employee engagement and team performance during covid- 19 was studied by Oh Zi Jian, Khoo Yin Yin, and Marinah Awang (2020) in their research which was based on studying the effect of leadership style on the team performance during the pandemic. The study was cross-sectional among the lectures of the university. It was concluded that blue ocean leadership styles were found higher in the vocational college lectures.

S. Porkodi and Bassam Khalil Hamdan Tabash (2022) conducted a research to study the activities of leaders for professional level employment in which they found that grid of four of blue ocean leadership have a major impact on professional level employee engagement particularly in the private sector. It was also concluded in the study that blue ocean leadership have an higher influence on the employee engagement which helps in the overall development and efficiency of the employees.

Kok Liang Loh and Shari Mohd Yusof (2020) this study was aimed to examine the meditation effect of Blue Ocean Leadership activities between different functions and aspects of the firm for which they studied the lean manufacturing practices performed within the firm and the overall performance of the firm. The results of the research provided that there is an evidence that the different lean practices have significant and the positive impact on the firm's overall performance.

Strategic paradigms as explained by Kim and Mauborgne (2005) distinguish winning companies from ones in industries characterized by market saturation and in turn competitive markets. They contend the development of uncontested market space, also known as "Blue Oceans," in order to promote growth. Changsu Kim et al. According to As (2008), Blue Ocean strategies have great potential implications in third-party logistics industry, but they offer a significant potential for the business transformation as well. Waters, Marzano, and McNulty Centre on the Measurement and Impact of Sustainability across International Educational Systems (2008) meta-analysed the impact of leadership behaviors as part of a balanced leadership model on student achievement.

Kim and Mauborgne (2003) discuss the phenomenon of "Tipping Point Leadership", the birth of pervasive organizational transformation which can be achieved rapidly enough when a sizable slice of the population accepts a latent idea. Cyberjaya Selangor Darul Ehsan (2012) The working of Blue Ocean Strategy Challenges as the potential to be copied and the need for visionary skills and management practices to enhance firms' profitability are discussed.

Defining Blue Ocean Leadership

Red Oceans are those industries which are today constrained to the seams and new demand can be made new by opening up potential for greater expansion (Blue Oceans).

Blue Ocean Leadership style is a leadership style wherein the all the leaders among the organisation are provided with the stage to perform well which further helps in increasing their efficiency that has an impact on the team's effectiveness helping in taking the organisation forward. To understand the blue ocean leadership style, we need to understand that is divided and studied under four parts, which include reconstruction of the boundaries, focusing on the bigger vision, reaching out to the current existing demand (or creating the new demand) and strategizing the sequence. The four parts the commonly called and studied as the Blue Ocean Leadership grid.

The study also helps in defining the blue ocean leadership style as the one which focuses on more on the act and actions of the leader rather than the trait or behaviour of the leader.

The Blue Ocean Leadership Grid: The present instrument is also able to provide the leadership the tool to decide what interventions to decrease or increase, in order to improve (better) participation and performing. It calls for us to create "as-is" profiles and "to-be" profiles using employee HR feedback.

The Four Steps of Blue Ocean Leadership

- See Your Leadership Reality: Design visual Leadership Canvases to enable theorizing about how managers spend their time and what they prioritize.
- Develop Alternative Leadership Profiles: Refine cold spots (unfavorable activity processes) and hot spots (favorable activity processes) according to employees' opinions.
- Select To-Be Leadership Profiles: Create novel leadership profiles that inspire and achieve performance by employing feedback loops.
- Institutionalize New Leadership Practices: Describe and enact these profiles by all hierarchical levels.

Basic Principles of Blue Ocean Leadership

The method is an equal and respectful procedure in terms of major principles of proceduralism, that is, communication, disclosure and the information given about the aims of the intervention. Senior managers lead, by including employees in the formational process of leadership practices and ensuring that these actions are not meaningful but also practically feasible.

Key Differences from Conventional Leadership Approaches

The focus of Blue Ocean Leadership is on specific actions rather than on individual characteristics, therefore in line with market conditions, and fosters networked leadership across all levels of management.

From the literature it was also evident that focusing on leaders act and actions brings lesser cost associated with the training and workshops organised as they have more freedom to perform bringing more transparency and efficiency in the firm.

Conclusion and Recommendations

Although Blue Ocean Strategy is hugely popular around the world, the application of the Blue Ocean Strategy has not been consistent. Leadership Canvases provide a clear framework for improvement, and the strategy's scalability allows for widespread implementation. Organizations may enhance performance by adopting those practices and unlocking latent performance of their groups.

It can also be concluded that blue ocean leadership provides the opportunity to the organisation in generating both qualitative and quantitative results. The blue ocean leadership grid also helps in being the one of the analytical tools for the assessment. It is also being concluded from the literature that many of the organisations and firms witnessed that lack of strength of the leadership affects the growth of the organisation. The grid which is commonly accepted includes eliminate, raise, reduce and create. The literature also provided evidence that this leadership style also provided the freedom which further helps in bring the efficiency and effectiveness in the organisation.

The limitation which was found in the literature was regard to the cross-sectional studies which could further help in studying the effect of these on the growth and expansion of the organisation. The different empirical cross-sectional studies can be conducted across the different sectors to help in understanding the overall impact of the leadership style on the eff

References

1. Kim, C., & Mauborgne, R. (2005). "Value Innovation: A Leap into the Blue Ocean," *Journal of Business Strategy*, 26(4), 22-28.
2. Kim, C., Yang, K. H., & Kim, J. (2008). "A Strategy for Third-Party Logistics Systems: A Case Analysis Using the Blue Ocean Strategy," *Omega*, 36(4), 522-534.
3. Waters, T., Marzano, R. J., & McNulty, B. (2008). "Balanced Leadership: What 30 Years of Research Tells Us About the Effect of Leadership on Student Achievement," *Mid-Continent Research for Education and Learning*.
4. Kim, W. C., & Mauborgne, R. (2003). "Tipping Point Leadership," *Harvard Business Review*, 81(April), 60-69.

5. Dehkordi, G. J., & Rezvani, S. (2012). "Blue Ocean Strategy: A Study Over a Strategy Which Helps Firms Survive Competitive Environments," *International Journal of Academic Research in Business and Social Sciences*, 2(6).
6. Sheehan, N. T., & Vaidyanathan, G. (2009). "Using a Value Creation Compass to Discover 'Blue Oceans,'" *Strategy & Leadership*, 37(2), 13-20.
7. Berry, L. L., et al. (2006). "Creating New Markets Through Service Innovation," *Winter Research Feature*.
8. Burke, A. E., van Stel, A. J., & Thurik, R. (2009). "Blue Ocean Versus Competitive Strategy: Theory and Evidence," *ERIM Report Series*.
9. Chandrakala, S. D. (2013). "Blue Ocean Strategy and Bottom of the Pyramid Marketing," *International Journal of Management Research and Review*, 3(7), 3080-3086.
10. Chang, S. C. (2010). "Bandit Cellphones: A Blue Ocean Strategy," *Technology in Society*, 32(3), 219-223.
11. Al Mamari, L, AK Al Busaidi, AA Al Balushi and S Porkodi [2019] A comparative study of employee engagement in private and public companies in Oman oil and gas sector. *Journal of Research in Management*, 2(4), 41–48.
12. S. Porkodi (1Department of Business Studies, University of Technology and Applied Sciences (HCT), Muscat, Sultanate of Oman) and Bassam Khalil Hamdan Tabash (1Department of Business Studies, University of Technology and Applied Sciences (HCT), Muscat, Sultanate of Oman) *Journal of Information & Knowledge Management* 2022.
13. Jian, O. Z., Yin, K. Y., & Awang, M. (2020). The Extent of Blue Ocean Leadership, Employee Engagement and Team Performance During Covid-19 Pandemic. *International Journal of Academic Research in Business and Social Sciences*, 10(11), 926–937.

