

Analyzing Leadership Skills and Competencies in Facilitating PepsiCo's Transition to a Flexible Organizational Structure

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Abstract: *This research seeks to critically assess the pivotal leadership skills and competencies required to drive and support PepsiCo's transformation towards a more flexible and adaptive organizational framework. In an ever-evolving business landscape, the ability of leaders to lead change and navigate the complexities of a flexible organization is paramount. This study aims to provide a comprehensive evaluation of the leadership attributes necessary for such a transition. Objectives: Identify the key leadership skills and competencies essential for adapting PepsiCo to a flexible organizational style. Assess the impact of leadership on organizational flexibility and agility. Examine the challenges and opportunities associated with implementing a flexible organizational structure. Offer recommendations for effective leadership strategies in PepsiCo's context. Significance: Understanding the leadership skills and competencies that facilitate organizational flexibility in a real-world context like PepsiCo can contribute valuable insights to the fields of leadership and organizational management. This research will offer practical recommendations for PepsiCo and may serve as a case study for other organizations contemplating similar transitions.*

Keywords: Leadership Skills, organizational flexibility, authentic leadership, Reward systems, Human Resource Management.

1. Introduction

These research were based on the PepsiCo Company changed for original market research department. And the national director of CSI changed PepsiCo become more flexible and style organisation. This office has established a brain SPA, this measure were shows Pepsi Coorganization's corporate office flexibility, innovation. The leadership can have good communication with employees. And between different department employees can had sharing information each other. On the other hand it changed the original market research department, some steps have been adjusted, therefore that became marketing department can faster get customer preferences requirements and needs. According to this change, the employees are more self-responsible, managers acted as friends and teachers to help employees find the right training to improve their work efficiency.

According to the case study for the organisation, these essays will critical evaluate important skills and competencies from case study. Used some academic and leadership theory to analysis the important skills how to work in the organisation. This essay will include two sections, the first section will critical evaluate the Brain SPA roles in organisation. The second sections will analysis the employees how to do can become the self-responsibility, because they have goals and rules to achieve their job goals. Managers' help their employees improved work efficiency, finally analysis which are most important leadership skills for the organisation.

2. The Human skills for Brain SPA

The PepsiCo established the brain SPA. The brain SPA can help employees had relaxes and has a good communication place. This brain place can encourage employees' creativity. Moreover Allow employees in the creative work environment will become more motivated. Because established Brain SPA are based on open, freedom and equality concept. The secret is to foster business creativity. Open and freedom environment, it can fully encourage the creation, and help the employees identify equal concept. In addition, this environment will promote employees had good communication between each other. The PepsiCo employees to release their work potential in the future, when the organization becomes more dynamic environment, and impact of information between each individual employee, entrepreneurial creativity will be like a snowball getting bigger and bigger.

Based on analysis the brain SPA had advantages for employees work. The brain SPA established used the leadership of the human skills. The human skills defined as for having knowledge about and being able to work with people. The human will help the leader collaboration to assist employees, and to achieve their common goals. On the other hand, for the organization, create a mutual trust environment between the group member are very important

leadership skills. Because the true and mutual trust for employees will improve their work loyalty.

3. The authentic leadership skills in organisation

The authentic leadership can define: a pattern of leadership behaviour that promotes positive psychological capacities and positive ethical climate (Walumbwa, 2008). Authentic leader characteristic by self-confident, optimistic, full of hope, full of toughness, noble character and future-oriented; they had own thinking, behaviour and work situations which have a deep understanding (Avolio, 2004). The Authentic leadership had four components (Walumbwa, 2008):

- a) Self-awareness
- b) Internalised moral perspective
- c) Balanced processing
- d) Relational transparency



(Roe, 2014)

In organisation work, the leader will need focus on the authentic leadership skills leader work. Because if the leader decide to achieved the efficient and sustained leadership in organisations. This is not just included from external behaviour, charisma and performance (Chan, 2005). However, whether leaders can be true to the inner self, and make real or right decision when they work. This is very important for employee psychological; it can improve employees more trust for leader.

3.1 Critical evaluated the authentic leadership skills

The authentic leadership skill strength in PepsiCo

First of all, based on the defined of authentic skill, the authentic leadership skills meet the needs of society's expressed need for trustworthy. Accordingly, the PepsiCo want to change the organisation CSI, to help individual become trustworthy. Because authentic leadership in practical work, authentic leadership is the most key feature is although the leader face of difficult external pressure or caused any incentive to do some inauthentic activity, they can still choose to do the real behaviour. Thus, the behaviour can be said that the real leader of a self-reactive desire, rather than to comply with certain social norms or pressure. Therefore, according to these analyses the authentic

leadership, they had ability to correctly analyse situation in organisation work. For example authentic leader will be based on the situation facts, not focus in protects their own authority, reluctant to expose their true situation to the employees. Will build trust relationship between employees and leader, more loyal to believe that leader, more dynamic work in organisation.

The secondly, another for advantages of authentic leadership skills is useful. Different between with the trait that are only some people expression. Everyone can learn from the authentic leadership and become more authentic. Because of the purpose of leadership is to achieve self-realization of each member, to maximize the interests of the organization, therefore the authentic leaders by encouraging different points of view from the employees' expression. And encourage subordinate expressed trust information for leader. Finally the leader can had good and trust relationships with the employees. Respect and trust to give subordinates, such a process has been identified for the authentic way, This progress can based on the leadership member exchanged theory can support this progress changed. the process it will affected a subordinate work ways in the future work. The employees will use the authentic ways work to the leaders and other customers, colleagues and other stakeholders. Because whether leader or follower in achieving organizational goals and interests, the authentic ways it will inspire a positive impact on employee work motivation, and can encourage the Pepsi creativity, inspire employees and achieve self-worth potential ability.

The limitation of authentic leadership skills

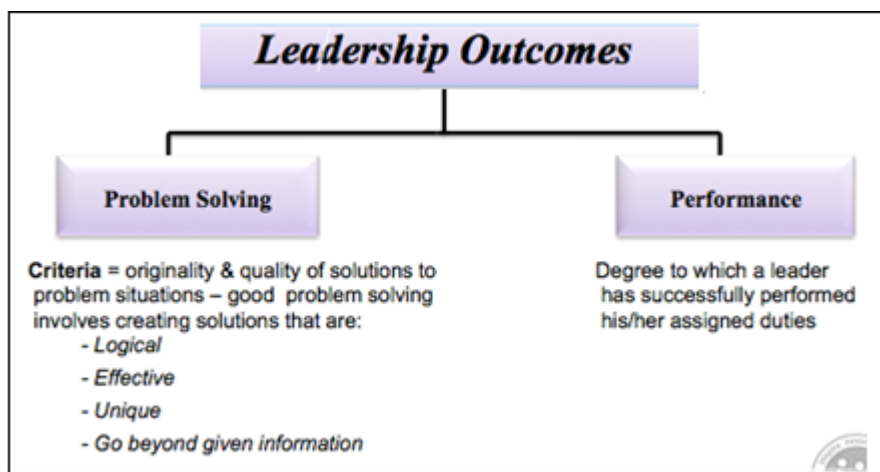
On the other hand, the authentic leadership skills are still in the formative stages. Therefore, some key concepts and in the practical approaches are not fully developed or substantiated. Because based on the researched authentic leadership defined had multi-dimensional: the leader characteristic, state, behaviour, and organisation environment. This is four different perspective decided the researcher cannot defined what is authentic leadership in real organisation. It is not good for future research and develops this theory real practical in organisation. for this reason It shows the authentic leadership lacks of conceptual rigour.

The secondly problems for authentic leadership skills in organisation, Despite some exploratory research under the influence of mood and behavior leading to the authenticity of a note, but it did not focus on the authenticity of the leadership of subordinates Cognitive Mechanism. For example, the real leaders how to inner self-consciousness displayed, and to what extent, in order to stimulate their sense of self. To what extent do the values in order to allow employees to produce the same consent, how can employees believe values leadership and sense of organization and the same? These problems are real leadership in the organization of leadership and influence employees is very important, but also the future development of true leadership, need to focus on exploring the important direction.

3.2 Critical evaluate the problem-solving skills in organisational changed

Evaluation of a leader is good for organisation work; this need based on the actual work, in real work, the PepsiCo is needed to face a lot of problems. Especially, the PepsiCo changed the CSI structure become flexible, from the development and changed progress of PepsiCo, this progress will meet many different types problems, the leader had enough ability to solved problems. Meanwhile, the PepsiCo expected that every business unit and individual becomes fast, flexible, and efficient. And from this demand decided the problem- solving skill is most important for leader in PepsiCo.

The problem- solving skills had three stages in organisation. First, find the problem, and need research in different types problems (Bolden, 2006). The secondly, followed this problems and by analysis of the problem, to finding why the problems happen reasons in organisation. And finally to searched good methods and solve the problem. Therefore, to find the problem is a basic leadership skill for leader, analytical problem is a test of leadership ideas and depth, comprehensive, macroscopic overall coordination, ability to solve problems is to determine whether they have a leadership decision-making power, judgment, and ability to dare to take responsibility.



(Roe, 2014)

According to the leadership outcomes focus on the problem solving and performance. In organisational changed, leader need faced from the external environment changed. For example of the customer need in marketing. Now more and more personalized customer demand, customer needs also to special direction. Organizational change, we need to provide a corresponding change within the organization of production processes and technology must also change and adjust. These changes will increase because of cost suppliers and reduce profits this way to promote the organization's purchasing department, the channel needs to change, and change in the face of external suppliers and the selection of reasonable changes can cause employees and functions. If for procurement of emergency response markets change, leaders need to have good response capacity for change in staff responsibilities, there will be confusion, cause attitude and efficiency of staff decreased need for good leadership ability to help employees communicate more quickly adapt to changes in the organization.

On the other hand, the problems- solving skills will help leader had good effected in organisation performance. Based on the development of organization. Because on the organisational changed, the employees' quality and ability will improve by environmental changed. In particular the work of the organization, leadership and coaching through different training and a different rewards employees to meet the goal of such a solution can help to better self-development, to stimulate them to better adapt to changes in the company, and then they come desired reward.

On the motivation of employees work in organisation. The leader can base on the expectancy theories to encouraged employees. The expectancy theory can improve employees' motivation. Because everyone wants to be rewarded in achieving the goal, to achieve employee performance goals, to reward each person are not the same, this award will bring the needs of employees with a positive appeal, and therefore for different employees with different needs incentives, leaders need a flexible system of reward system. These flexible reward systems will help improve employees work efficiency. Improve the employees loyal. And finally achieved the organisation performance goals. In reality, this is a useful ability for leader to work in PepsiCo. Because on the CSI organisation changed wants to employees had motivated. And this skill is good methods for leader to help employees can adapt more flexible and fast work in organisation.

4. Conclusion

In summary, these essays were based on the PepsiCo organisation for CSI organization changing more flexible styles organisation. And critical evaluated two leadership skills is most important for organization. First, analysis the brain spa role in PepsiCo and how to improve employees' efficiency and encourage creativity. Furthermore, focus on the authentic leadership skills for leader. This is important leadership skill for leader, how to established good relationship with employees and can effected the employees work attitudes in the future. It can excite for employees more self-responsible to face the organisation changed. The

secondly important leadership skill is problems-solving skills. Because the organisational changed need faced a lot of challenged and problems. In additional, from the organizational changed, the employees expected that become more fast and flexible to adapted for flexible organization. This is very useful ability when the real work to help leader solved employees work attitudes in the organization. Therefore, the authentic leadership skills and problem-solving skills are most important skill for this organization.

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