



Human Resource Management

Changing Perspectives, Strategies and Practices

Dr. Rajanikant Verma



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Editor

Dr. Rajanikant Verma

(LL. B., M. Com., M. Phil., Ph. D.)

Associate Professor, Commerce

Zakir Husain Delhi College (Evening)

University of Delhi



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info@bharatipublications.com

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Chapter 9

Self Managing Leadership: A New Perspective on Human Resource Management

Sheetal B. Sachdev

Abstract

In the present, the external environment is fast changing. The common realization is that it is impossible to manage the external environment with the existing structure and resources. The traditional view of management lays emphasis on management of external environment in order to manage the change successfully. But the experience says something else that it is not always possible to manage the external environment. The emphasis has shifted from the external to the internal i.e. towards the management of our inner environment that is harnessing of inner resources which we have so far tended to neglect. The need is to consciously create our future on the basis of guiding values and a focused vision of the future instead of sitting back and be driven by the external situations and circumstances. The present day challenge is setting off into the unknown, without the map and not aware of the type of journey that he was undertaking. There are storms, lulls, and undercurrents that are making us directionless. It is time to build up the personal resources which are required if we want to do better than merely cope with contemporary life, and do more than simply react to events as they unfold. The challenge is to re-define, re-invent, and re-orient ourselves for the future. In the present time, there are three key propositions: (1) there is no turning back to the stable pattern of the past as we see the world characterized by global competition, revolutionary new technologies, disruptive social transitions, uncertainty, increasing complexity, and accelerating change, (2) we must find new bearings to steer through the turbulence- successful people are those who have developed a sense of where they are headed and what they stand for, (3) different skills are required to be effective in