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THE AGILITY AND COMPASSIONATE LEADERSHIP OF THE NEXT NORMAL

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ABSTRACT

This research investigates insight into how leaders could lead the rising waters of the Covid-19 pandemic with agility and compassion. Based on pertinent literature, leaders must redefine their leadership mindset to harness team behavioural change toward team dynamics in organizational resilience. Through phenomenological research of eight companies' leaders, a proposed model was presented to define the behavioural shift that facilitates leaders in orientating team mindset while embracing compassion. The next normal needs of the organization on the change of leaders' behaviour, implying that building unique and pleasing agile and compassionate practices would lead to an improved organizational team workplace. This focuses on leaders' efforts to empower teams through a cohesive concept to

enable long-term team success. The research contributes to the body of knowledge through its constructivist approach and identification of underlying team dynamics pivotal for organizational resilience.

Keywords: Leadership, agility, compassionate, team dynamics, organizational resilience.

INTRODUCTION

In the recent pandemic, organization leaders have taken an interest in defining the right formula for shaping leaders' behaviours to help teams achieve organizational resilience. Several studies have contributed to how the workforce was adjusting their behaviours on the job and how changing working arrangements were instilling new values in teams to ensure continued synergy (Baldwin & Tomiura, 2020; D'Auria et al., 2020; Puriwat & Hoonsopon, 2022; Yee et al., 2021). Eventually, the fundamental ideas regarding a leader's behaviour emerged as a significant aspect in promoting and supporting team agility, adopting a constructivist stance recognizing the identity as something that was socially formed was gaining traction (Meyer, 2016). The agility and compassion in leadership were not fixed characteristics but rather the result of a continuous development process among organizational leaders and their teams.

Since the pandemic and its repercussions have had widespread and dramatic effects on organizations and workplace arrangements, the discussion has evolved in tandem with the enormous interest in agility and compassion in team management (Caligiuri et al., 2020; Chung et al., 2020; Shankar, 2021). Defining the right formula for shaping leaders' behaviours was essential to help teams achieve organizational resilience. One may even talk about leaders could significantly influence how their teams' senses, emotions, and mindset about the determination of the organization to adopt and implement a novel practice of managing teams with agility and compassion. However, the issue of how leaders emerge remains an interest in their teams' emotions, act transparently about those emotions, and cascade those behaviours throughout the organization to foster a community of mutual support (de Zulueta, 2021). Leaders play a critical role in fostering agility and compassion for performance by assembling diverse groups of people with complementary experiences and skill

sets to build dynamic teams for organizations' resilience to reimagine a post-pandemic future of the next normal positively.

That is, given an understanding of whether significant changes in working arrangements were required at the start of the pandemic to help curb the initial spread of Covid-19 at the workplace or in more recent scenarios of finding a suitable style or method in leading and managing adaptable teams. The literature provides support for this implication. Scholars in agility and compassionate leadership have identified knowledge to build more resilient organizations (D'Auria et al., 2020; de Zulueta, 2021; Meechan et al., 2022). That implies that leaders must acclimate their teams to new behaviours and that these behaviours must be normalized through consistent coaching, development opportunities, and team guidance. However, a deeper insight into organizational leaders' strategies drawn from assessing best behavioural change practices requires a deeper grasp of the relationship between leaders and their teams (Rudolph et al., 2021). To explore more about how the emergence of compassionately managing team agility, one must understand an individual and examine their perceptions of internal dynamics (Binagwaho, 2020; Vogel & Flint, 2021). It could be possible to determine what causes compassionately managing team agility to make sense and function symbiotically to be constructed by taking a 'bottom-up' approach.

In light of this, the objective of this research was to gain insight into how leaders could lead their teams through the next normal was built in the view of identifying (a) behavioural change facilitates leaders in managing team mindset in their openness and willingness to embrace agility, and (b) cultivate compassionate leadership in fostering team dynamics for organizational resilience. Nevertheless, understanding the behavioural changes in how teams were led and managed could provide organizations with insights into establishing or re-establish team dynamics to remain agile in the new normal. The study would also highlight practices by teams that could overcome challenges on an ongoing basis in their daily operations and business models, as there was a need for organizations to look for more agile teams to draw inspiration. The research contributes by assisting leaders in thinking and behaving differently to effectively lead their teams and ensure they have the necessary skills for effective leadership. This could be accomplished by tapping into the ability to think agilely and

enabling a better working environment through established concepts about well-being and team dynamics.

LITERATURE REVIEW

From the traditional perspective, agile has been associated with software development as the first method that eventually led to the development of the agile methodology (Greer & Hamon, 2011; Holmström et al., 2006; Williams, 2010). This information could be found in the history of agile (Abbas et al., 2008). Agile development and the future of software development were discussed in terms of how they could hasten the process of bringing new products to market. This was a significant milestone in Agile history. Agile emphasizes market speed, rapid feedback, and continuous improvement. According to (Belling, 2020), researchers live in a time when people joke that technology becomes obsolete when it hits the market. In some cases, this was true for agility and other areas of study. In agile development, ongoing research on the practice's application was regarded as an essential aspect of team dynamics for organizational resilience.

Scholars have only recently started to cast doubt on the notion that agility endures over time. They were wary of the propensity to associate agility with certain traits or characteristics that endured for a long time and were regarded as emblematic of the organization (Frostenson et al., 2022). It was asserted that organizational agility was not constant but evolved with time. Many academics advocate a dynamic perspective on agility (Ilmudeen, 2021; Jafari-Sadeghi et al., 2022; Ritter et al., 2021). The ability of a leader to harness team-level behavioural change as drivers of constant strategic agility and compassion through an effectively managed people management process measures its capability in compassionately managing team agility (Kulkarni, 2020; Reed, 2021). Compassionately managing team agility was a leader's ability to create strong strategic commitment while remaining focused and adaptable to constant changes caused by unexpected disruptions and strategic gaps (Gigliotti, 2020). It has even been suggested (Holbeche, 2018) that agility and compassionate leadership focus more on emergent processes than individual states. This process could be explicable in today's dynamic and competitive environment. Rather than specific routine qualities or ways, leaders must be mindful of shaping and strengthening team mindset and adopting new behaviours to optimize team dynamics for agility.

The gaps in the literature on current developments during the next normal could be immersed by redefining the concept of agility and compassionate leadership in light of how work arrangements have changed in response to the pandemic. Identifying gaps and actively participating in discussions about closing them is critical to gauge what works (Handscomb et al., 2020). Different work practices have changed in response to the next normal. In order to continuously support the dynamics necessary for an organization's resilience, it was, therefore, essential to expand the body of knowledge regarding leadership contributions to leadership practices (Aghina et al., 2020). According to Aghina et al. (2020), it was critical to identify, develop, and harness the key attributes required for the potential to address a real and solvable challenge that affects all organizations while also enhancing the body of knowledge for the agility and compassionate leadership of the next normal initiatives. This study examines how leaders respond to uncertainty and identifies positive approaches to help organizations become more stable. Taylor (2021) asserts that problems like these must be addressed in the current global situation. Furthermore, limited prior research has been done to clarify the significance of agility and its transformative advantages for organizations moving to an agile operating model (Brosseau et al., 2019).

At any rate, the new normal of agility and compassion in leadership was produced through a dynamic process in which organizational individuals and teams play a role (Chattopadhyay, 2020). van Aerde and Gautam (2020) explain the process through which a collective of agility and compassion stretches leadership styles from “command and control” to “distributive” and everything in between. Individual understandings of agility and compassion often serve as the seedbeds for collective understandings that, in time, may become an integral part of double-loop learning. In other words, agility and compassion could be found on a spectrum of interrelated levels. Understanding agility and compassionate leadership requires viewing them as intertwined with cultivating a mindset shift initiative, facilitating a more extensive support structure for the team dynamics that ultimately strengthen the organization's resilience.

Organizational resilience challenges have been identified as affecting agility and compassionate leadership (Pipe et al., 2012;

Vera et al., 2021). However, this does not imply that the role of agility and compassionate leadership in fostering team dynamics for organizational resilience has been precisely defined or problematic. When discussing organizational resilience, issues of agility and compassionate leadership have been linked to individual decisions through practices (Kothari et al., 2021). In other words, these insights have focused on cultivating agility and compassionate leadership in a crisis in the new future of work, as it was critical for business leaders to be concerned for their teams in crisis and set the stage for business recovery. More approaches to organizational resilience can be found in the literature (Chattopadhyay, 2020; D'Auria et al., 2020; de Zulueta, 2021). A workforce's ability to be agile depends on leaders taking a compassionate approach to problems, which helps teams develop a common purpose that addresses the team's mindset and well-being (Akkaya & Üstgörül, 2020). This would also provide opportunities for learning rather than foster blame, which creates feelings of inadequacy and fear, leading to a toxic organization.

In other cases, it has been suggested that an agile mindset and compassionate leadership were integrated into team dynamics for organizational resilience as an important ingredient through behavioral changes and ways of thinking that improve effectiveness (Dirani et al., 2020; Holbeche, 2018; Miler & Gaida, 2019). Consequently, the literature suggests that a leader's approaches to resilience could influence organizational resilience. Many practical organizational problems and management issues were addressed by creating and maintaining flexible and resilient organizations in the face of a rapidly changing environment and competition (Rosenhead et al., 2019).

Also, managing team agility was more important than ever in these situations. A high-performing team exhibits consistent performance, team resilience, and ongoing vitality. According to Tannenbaum and Salas (2020), effective teams successfully boost team dynamics based on the situation, team dynamics, and teammates. Furthermore, Taylor (2021) explains that individuals were heavily influenced by their interactions with other organizational teams. Based on systems and complexity theories, an agile and compassionate organization could move quickly and easily while thinking quickly and clearly to respond to a changing environment. Aghina et al. (2020) suggested processes in which organizations allow for rapid decision-making and use a 'fail fast, learn faster' approach. Leaders must rethink their current

processes, structure, and physical environments when managing teams to spark a behavioural change attitude. There were numerous schools of thought regarding the definition and application of team agility; however, what was certain was that organizations require team agility and compassion to deal with the challenges posed by today's pandemic that work under a new normal (de Zulueta, 2021; Paul et al., 2020). As a result, it was critical to find or develop leaders with the key attributes required for team dynamics, nurture their growth, and put their talents to use in the organization to foster an agile workplace culture with compassion.

Despite this research on agility and compassionate leadership describing what it was or how it occurs, some aspects remain unaddressed. First, agility across an organization was a method of maintaining speed and stability. It contributes to role clarity, innovation, and operational discipline and could positively impact organizational resilience. Instead, it was formed as a result of what organizational resilience perceives. Elanthi and Dhanabhakym (2021) also emphasize the importance of practicing team agility, allowing the team to adapt quickly, be ready to work efficiently remotely and learn new techniques and technology to help them do their job effectively. Thus, in an agile organization, the key to success as a leader could be realizing that the workforce's teams work under the organization and do the most valuable work. To clarify what makes organizations agile, one could, in line with Taylor (2021), define the roadmap for transforming management and adapting to the new normal. It relates to agility, providing greater flexibility and faster decision-making in the rapidly moving world. The behavioural change that facilitates leaders in orienting team mindset when embracing agility would be explored from the perspective of how sudden change and team dynamics to uncover how leaders contribute differently now to promote effective leadership for team agility of the next normal.

Second, even though the researchers may observe organizational resilience as a collaborative construct of agility and compassionate leadership, this does not necessarily mean that the researchers comprehend how it was constructed and manifested. There were references to leadership strategies that tend to improve teams' agility mentality, possibly by incorporating it into organizational resilience. However, the researchers hardly ever observe the formation of organizational resilience through agility and compassionate leadership

of the next normal. Even though, Kulkarni (2020) talks about agile teams requiring compassionate leaders, as the teams could be made up of human beings who come to value individuals and interactions over processes and tools. To comprehend this, one must examine the organization's daily operations to see how teams make sense of practices to overcome challenges (Aghina et al., 2020). According to Lawton-Misra and Pretorius (2021), the researchers generally understand that compassionate leaders with agility could quickly redirect their teams and priorities toward value-creating opportunities. However, this does not imply that the researchers were conscious of the exact information contained in those perceptions, cognitions, and so on that serve as the foundation of agile and compassionate leadership construction. It was unclear what agility and compassionate leadership approaches, as perceived by those that value team dynamics, view them as one of the critical elements of organizational resilience (Taylor, 2021).

These two factors would serve as the main guiding principles for the remaining research because the goal was to comprehend better how agility and compassionate leadership was constructed within an organizational resilience. The researchers employ a constructivist approach to empirical research, determining how the organization's internal elements relate when constructing agility and compassionate leadership toward the next normal of organizational resilience. Finding the precise foundations of agility and compassion and the underlying beliefs about what makes a team dynamic would be crucial for understanding how this influences the process of building organizational resilience.

METHODOLOGY

The phenomenological research aimed to understand how leaders could lead their teams through agility and compassionate leadership of the next normal. Given the phenomenon's complexity, a phenomenological study methodology was chosen (Yin, 2015). Moustakas (1994) defines phenomenological research as a qualitative approach that seeks to understand and describe participants' experience of the phenomenon. According to Lester et al. (2020), a strength of the phenomenological approach allows for in-depth interviews with semi-structured questions and data collection methods that could be more practically applicable and make sense. In this study, the researchers used a semi-structured in-depth interview

instrument. As the researchers argue, this was primarily a task of determining how the leaders could produce unique and pleasing agile and compassionate organizational practices that would improve team dynamics for organizational resilience. Insights gathered in the study were expected to form a better conceptual sense of control of the complexity of reliability and validity and its sequels for qualitative analysis and thus develop a level of trustworthiness for the research (Landrum & Garza, 2015). Following McKinnon-Russell (2015), it was important to have member checking, which allows participants to review both the data they contributed to the research process and the interpretations of the data to confirm the accuracy and credibility of information. Notably, the in-depth interview research protocol was developed as an instrument. The main reliability of the research was determined by a reliable interview protocol to acquire rich quality interview data (Yeong et al., 2018). Collecting high-quality qualitative data would better understand the respondents' experiences (Yin, 2015) and identify crucial elements pertinent to the research objectives. The reliability of a data set in qualitative research refers to the degree to which a repeated measurement remains constant over time and the similarity of measurements in any given period (Creswell & Creswell, 2017).

The authors met the leaders of the chosen companies at an innovation networking forum. At this meeting, the organizations' leaders discuss the broader strategic direction to facilitate the workforce in the wake of the pandemic's great acceleration of trends that would shape the future and ways to become agile. The fact that some of these companies' leaders were internally struggling with team dynamics initiatives while being perceived externally as having organizational resilience at the heart of their operations made them so intriguing. The authors conducted an extensive semi-structured interview online because of connections with the organizations' leaders. This was to investigate how leaders orient their teams while adapting to the abrupt changes during the pandemic. The findings from the interviews with leaders were a first step in narrowing down areas of team dynamics to produce a descriptive outcome for the subsequent inductive study.

Choice of Companies' Leaders

The authors met the leaders of the chosen companies at an innovation networking forum. At this meeting, the organizations' leaders discuss the broader strategic direction to facilitate the workforce in the wake

of the pandemic's great acceleration of trends that would shape the future and ways to become agile. The fact that some of these companies' leaders were internally struggling with team dynamics initiatives while being perceived externally as having organizational resilience at the heart of their operations made them so intriguing. The authors conducted an extensive semi-structured interview online because of connections with the organizations' leaders. This was to investigate how leaders orient their teams while adapting to the abrupt changes during the pandemic. The findings from the interviews with leaders were a first step in narrowing down areas of team dynamics to produce a descriptive outcome for the subsequent inductive study.

Research Setting and Data Collection

The companies' leaders were from the electrical and electronics industry in a multinational corporation in Penang, Malaysia. Penang was a state which was economically flourished due to the vibrant, regional electrical and electronics manufacturing hub it hosts. The local talent pool has steadily accumulated a wealth of value chain over the years, enabling the state to focus on pursuing investments that have propelled this industry. These investments have allowed the industry to continue to thrive. Penang's export industry's consistent and robust performance over the past few years was evidence of the region's growing significance in the global electrical and electronics value chain.

The research could be classified as a qualitative and cross-sectional phenomenology time horizon strategy (Saunders et al., 2016), with recurrent interviews with participants over the years as managers in an electrical and electronics industry in a multinational corporation presenting the empirical foundation and numerous relevant documentations for the building analysis of the agile and compassionate leadership of the new normal. Most remarkably, the team dynamics of the team and individuals accountable for organizational resilience among the various companies' leaders were explicitly targeted. The interviews would be conducted virtually, considering the various issues and circumstances that may arise during a pandemic. Leaders from engineering, public relations, information technology, material purchasing, and supply chain were among those who responded.

In total, eight interviews were conducted. The semi-structured interview questions were designed to allow for an in-depth study of

companies' leaders' ability to continue adapting to the workplace practice of agile and compassion on how leaders have been reactive in addressing the abrupt changes. The interviews were recorded and transcribed. The interviews were conducted in English since it was comfortable for both authors and participants. For post-interview, member checking was implemented, where interview transcribes were emailed to participants for confirmation. A further follow-up was also conducted via online meeting to clarify if the transcribed data had accurately been described.

Data Analysis

As the research aimed to discover how agility and compassionate leadership could facilitate team dynamics for organizational resilience, the most significant data source came from the interviews. Regarding the analytical process, the recorded session and the transcribed were imported into NVivo12 qualitative data analysis software developed by QSR International. Researchers increasingly used NVivo to achieve accuracy, generalization, and complexity (Alam, 2020). NVivo helps researchers generate more affluent and accurate data. As a qualitative analysis tool, NVivo enables researchers to quickly access all resources and handle enormous amounts of data more accurately. This creates a structured record of the analytical process in managing data with NVivo, increasing the process' rigour (Dalkin et al., 2021). NVivo was used in the three most important stages of the research process: coding, theory building, and data analysis (Alam, 2020; Jackson & Bazeley, 2019). It has been demonstrated beyond a reasonable doubt that NVivo could also be utilized for various qualitative research methodologies.

The analysis was theoretically guided by thematic analysis used to analyze interview data. The thematic analysis identifies, analyzes, and reports data themes (Nowell et al., 2017). According to Bernard et al. (2016), thematic analysis was used to study participants' research-related experiences. Participants would contribute to a situational analysis of approaches or issues. This method involves structured interviews with participants in themes by one of the researchers. The transcripts from the semi-structured interviews were used as part of the data collection process to develop themes.

Additionally, the interview data had to be coded, and related ideas had to be gathered under a single heading termed a "node." This was done

so that the data could be analyzed later. During this research, two preliminary themes were derived from the previous research, and the interviews were categorized and labeled.

- Agility as a mindset shift (respondents related to initiated mindset and training, skill, and team factors to understanding, team adaptability, working together to communicate and build trust, agile teamwork, to empowered team for seamless processes to be agile).
- Compassionate leadership is a culture that positively impacts well-being (respondents related to developing dynamic teams with respect, flexibility, trust, and empathy to address team concerns & challenges to be compassionate).

The following quote illustrates various aspects of agility and compassionate leadership of the next normal for team dynamics for organizational resilience were all highlighted. The coding quote was also reviewed by an independent coder from the study's manufacturing practitioner expert.

The coding query sections were grouped, displaying the references and the node from each reference under a label expressing some common idea. Using the visualization tool in NVivo, researchers obtained an accurate representation of the study themes that surfaced during recording, coding, and analysis. The data analysis processes used ranged from resource development to node coding to query execution to produce conclusions that allowed for the verification and development of themes. In NVivo, coding was accomplished by associating each passage or item with a node in the software's database. Formed sentence labels were typically assigned to various data segments during coding. In NVivo, the author could create nodes and store relevant text. As a result, each time a new concept was discovered, a new node was created. Each new node generates a new memo, which could be used to add notes and record findings related to that node. Visualizing the contribution of each interview participant and extracting results across the percentage coverage could be facilitated by charts that show the percentage coverage of the concepts or codes that were the subject of the study. The summary of participants' findings aggregated coding by item via semi-structured interviews was compared to the findings of data analysis performed with NVivo. The similarities between each interview participant

regarding the various coded nodes were identified when the data was aggregated by item.

RESULTS

Findings and Analysis

Prior to the current study, it was inconclusive how leaders could manage team agility and compassion to influence the team dynamics for organizational resilience. This was particularly important for leaders who want to lead their teams compassionately during this pandemic. This qualitative study was conducted to gain insights into how leaders could manage teams more effectively for organizations during the next normal by gaining trust in embracing change, facilitating team willingness to implement actions required for a change passionately, and willingly sustaining change in an organization's resilience initiative. The researchers deepen on this explanation in the following section, which highlights the summary of findings about the numerous qualities of agility and compassionate leadership of the next normal.

Agility as a Mindset Shift

The data collection determined that agile practices facilitate leaders to manage teams in a way closely related to agility as a mindset shift. The initial portion of the cluster analysis of coded material demonstrates a close connection in a mindset shift, in which leaders must acquire skills for an open mindset in identifying the not yet and what was possible attitude. The cluster demonstrates that factors including agile, teams, mindsets, learning, development, delivering value, and training were closely related to agile practice. According to the evidence presented, productive, agile teamwork necessitates a specific attitude towards the team and other people, in addition to a proactive and open mind on the part of the individuals. They were associated with working together to learn new things and tackle challenges. This suggests that the agile mindset was not about particular detailed practices but rather about the attitudes, behaviours, and ways of thinking that enhance the team's effectiveness shared by each member and the entire team (Miler & Gaida, 2019). The agile practice encourages the development of sustainable organizations in which the leaders and their teams need to be open to learning new

things and overcoming obstacles that lie outside their comfort zones. The constant pace allowed the team to consider how it could become more effective and improve its behaviour to be more conducive to working with each group member.

It was determined that one of the most effective ways to support an organization's resilience was to adopt an agile practice, cultivate a culture of team problem-solving, and create a friendly environment in which individuals feel valued and respected. Rather than simply implementing agile as a process, leaders needed to identify and put agile practice into action appropriate strategies for internalizing these values at the team, departmental, and organizational levels. To improve learning efficiency, future leaders must be careful not to overload their teams with information but instil a desire to understand the relevance of new ideas and revitalize them through agility as a mindset shift.

Compassionate Leadership as a Culture

The data collection determined that leaders cultivate compassion in fostering team dynamics for organizational resilience. The cluster analysis of coded material demonstrates that compassionate leadership was closely linked to concern, trust, togetherness, commitment, and encouragement. This was important to foster team dynamics that contribute to organizational resilience. Compassionate leaders were required to develop dynamic teams so that their work has purpose and meaning, that the teams could be respectful of one another, that there could have room for flexibility, that they have conversations with other members of the team to develop healthy, trusting relationships, and that they enhance the sense of management and challenge so that they could eventually facilitate the enactment of the fundamental principles that allow teams to succeed while remaining communicative. The leader ensured that all members were heard, empathized with, and assisted in solving their problems. It was discovered that the team dynamics were directly related to the leader's actions. A compassionate leader was regarded as powerful because this fostered a significantly higher level of workforce unity and an improved environment for collaborative work.

Compassionate leadership was a prerequisite for agility, and only organizations that learn how to lead their teams compassionately

could successfully face the challenges that would arise during this period of disruption and beyond. These behaviours not only make the team feel appreciated and valued, but they also help the team advance professionally. Compassionate leadership makes it easier for an organization to foster a compassionate culture, which benefits both team members and the organization through the following categories of benefits: concern, trust, togetherness, commitment, and encouragement. According to organizational literature (e.g., Chauhan, 2020; Worline et al., 2017), compassionate leadership was the developed capacity for noticing indicators of distress within teams, empathizing with their experiences of pain and struggle, evaluating contextual causes, and acting to conserve, build, and replenish resources that alleviate team suffering.

Above and beyond, in this study, the cluster analysis addressed most of the propositions developed as a result of the analysis. It pinpointed the key themes that came to light in the coded information. A structural overview and a comprehension of the data's content have been provided. At the same time, the inter-rater reliability of all coding agreements was greater than 80 percent. The inter-rater reliability was a method of determining the degree of agreement. It was used to evaluate the dependability of the answers produced by various test items. If a test's inter-rater reliability was low, it might indicate that the items on the test were confusing, unclear, or even unnecessary. Calculating the percentage of items was a straightforward method for determining inter-rater reliability. For a test to be considered reliable, an inter-rater agreement of at least 75 percent was required in most fields (McDonald et al., 2019).

Thus, to sum up, agility and compassionate leadership impact creating an understanding of team dynamics for organizational resilience, which manifests in active relationships with leaders. It was necessary to practice agile with the team while fostering a compassionate culture across all organizational levels. Agile allows the company to add value and reshape processes to achieve resilience. As a result, it offers a solution for how leaders could become more agile and compassionate through a mindset shift and foster a compassionate culture in team management. The problem was that the process of thinking, reflecting, and deliberating best practices was a component of double-loop learning, which was the foundation for team growth and development.

CONCLUSION, IMPLICATIONS, AND FUTURE RESEARCH DIRECTIONS

To recapitulate, the purpose of this research was to gain insight into how leaders could lead their teams through the next normal was built in the idea of identifying (a) behavioural change facilitates leaders in managing team mindset in their openness and willingness to embrace agility, and (b) cultivate compassionate leadership in fostering team dynamics for organizational resilience. The researchers observe a common comprehension and interpretation of the leader's operations that cause team dynamics to reflect on the nature of organizational resilience. As a result, it was essential for researchers to learn how to persevere through difficult circumstances and keep their composure in difficult situations. This has given rise to how organizations and leaders could redefine their strategies and demonstrate that they could be resilient in the face of adversity.

As the world experiences increased disruption and uncertainty, organizations need to prepare to be agile to evolve in support of the current new reality while focusing on strategies to offer solutions to drive team growth through industry and custom solutions, operations processes, and optimization. The organizational leader shifted large segments of their teams' mindset to achieve a defined agile that enabled teams to understand, adapt, and change quickly in an ever-changing environment. Long-term workforce retraining and redeploying into a mindset shift was more difficult than adapting to the crisis as it unfolded. As organizations look beyond the pandemic, they will have the opportunity to reimagine work, their workforce, and their workplace. They could accomplish this by focusing on thriving in the future workplace, necessitating businesses to rewire, resetting, and reconfiguring certain working practices and activities. Instead of simply continuing to use the procedures that have always been in place, leading organizations were using the pandemic to reorganize their workforces to increase productivity and employee engagement and pave the way for future growth. Leaders may play an important role in expanding the agility and compassion to support teams transitioning between jobs, ensuring that lifelong learning becomes a reality, and removing barriers to workforce well-being.

In the modern business world, agility could be an approach to providing greater flexibility and faster decision-making. This has significantly

resulted from the pandemic's overall challenge in supporting this rapidly changing world of change driven by team dynamics and organizational resilience. The next normal complexity and criticality situation spanning the globe, with workforce remotely and virtually engaged and change leaders tasked with delivering the best for their organizations. In contrast, those same organizations spin ever faster on their strategic arc. The solution, it appears, was to meet complexity with simplicity rather than complexity with complexity. Organizations must invest heavily in agile practice to achieve this "easy to say, hard to do" mindset transformation. In this next normal environment, agility would become increasingly important by prioritizing action while improving the speed and quality of the most critical decisions. As a result, the organization would have a better chance of developing a working style led by leaders that position it for future success.

Furthermore, cultivating compassionate leadership as an approach to addressing workforce challenges, which brings together organizations, leaders, teams, and other stakeholders, might prove to be more effective than isolated efforts based on the experiences that have been gained in the past. Organizational initiatives to reskill workforces were more robust when built on agile practices for greater long-term organizational resilience. Leaders' efforts to manage their teams with more sought-after skills were most effective when coordinated with efforts toward more agile practices aligned with organizational needs. Given the accelerated disruption to work that this study predicts over the coming years, agility and compassionate leadership were aspects in managing teams in the next normal post-pandemic environment that could reorient their teams toward becoming more agile.

The organization's success was everyone's business in helping each other and developing agile team strategies and skills, adapting to working in different conditions, and strengthening the organization's resilience. It was critical to focus strategies to leverage this dynamic change and seek new opportunities for growth and scalability in leaders' approaches to managing teams.

All this is, however, a never-ending process. The path to creating agility and compassionate work environments remains the same regardless of the degree of diversity present. Leaders could significantly facilitate the success of managing teams by fostering an agile work environment that ensures teams could thrive in the organization long-

term. In addition to raising the organization's overall representation, a compassionate and empowered workforce could better communicate and understand the organizational needs. Therefore, effective agile and compassionate leaders should seek knowledge about those in and out of the team to have a clear sense of the team's and workforce's potential for success.

The contribution of the research was twofold. First, the leaders influence the team's mindset by increasing their openness and willingness to engage in agile practices—second, the importance of compassionate leadership among leaders to foster vigorous team dynamics and enhance organizational resilience.

Regarding the first contribution, the researchers contend that the agility perspective necessitates a deeper comprehension of the team's mindset because it emphasizes ongoing and team dynamics formation. The constant pace allowed leaders to reflect on how the team could become more effective and improve their mindset about working with everyone (Masood et al., 2020; Mergel et al., 2021). Instead, the researchers see factors influencing agile practices as they actively take shape within the team and organization. The agile concept implies that for a team to achieve agility in teamwork, they must have a proactive and open mind and a specific functional attitude toward their team and others. These requirements contributed to shared responsibility and equality and were interpreted to respond to organizational issues. In the process of reality interpretation, it made sense to how leaders and teams ultimately view themselves. Moreover, the result appears to be a particular transformation in the team's mindset that was present and realistic in the sense that it was an explicit self-understanding shared by leaders and teams and serves as a driving force for continued participation in agile team practices and skills. Thus, at the organizational level, agile emphasizes prioritization and reduces the number of overhead roles, resulting in increased efficiency.

Regarding the second contribution, the researchers outline the aspects that serve as the foundation for compassionate leadership. Given the confounding effects of the pandemic, it was imperative that leaders demonstrate compassionate leadership, provide resources that facilitate coping and recovery, and make maintaining people's safety and health a top priority. Compassionate leaders were required to develop team dynamics that support team needs, empathize with

their teams' challenges, and collaborate to solve problems (Chikono, 2020). Organizations also have varying degrees of success depending on how well-prepared they are, how quickly they can react, and ultimately how they build their capacity for resilience (Bersos, 2020). As was previously mentioned in the research, limited information was known about the views and underlying concepts that form compassionate leadership. Fundamentally, these underlying notions influence compassionate leadership. It was expected to identify the needs of compassionate leaders in hastening the transition to improved team dynamics management. In other words, this work integrates compassionate leadership into agility characteristics that play a role in encouraging teams to participate and contribute to the full extent of their potential, as well as maintaining team dynamics for organizational resilience in this volatile environment, which in turn looks into various views and perspectives depending on their roles.

Practical implications of the research relate to intensifying the next normal needs of the organization on the change in the leaders' behaviour, which implies producing a unique and pleasing agile practice with compassion within an organization-wide initiative. With a better understanding of how leaders' behaviours influence team mindsets through their relationships, it would be possible to build the team's character by shaping team behaviours, as well as the process of adopting mindset shift to optimize team dynamics for agility potential, thereby increasing the efficiency with which organizational resilience could be achieved. In the context of fostering team dynamics for organizational resilience, leaders may, however, be capable of influencing the change of team's behaviour that has been emotionally overwhelmed by cultivating compassionate leadership in the context of the recent recovery from the disorienting effects of the pandemic as to sustain the mindset so long as these characteristics were manifest at the overall team level. This, in turn, lays the groundwork for organizational leaders, facilitating agile practices with compassion in the next normal.

The researchers notably highlight a limitation of this study, given the recommendations for further research, emphasizing on selective electrical and electronics industry in a multinational corporation in Penang, Malaysia. By doing this, a particular situation was described and examined, where agility and compassionate leadership development was specific to the setting and not always generalizable.

Therefore, studying and contrasting this industry with similar ones was important. Consequently, there would be a chance to discover other causes of agility and compassionate leadership. Additionally, the researchers acknowledge that the constructivist leader's viewpoint on agility and compassion in team management in the next normal does not preclude team perspectives that either facilitate or circumscribe the opportunities available to a team to achieve agility and compassion, which could have more substantial implications on team dynamics for organizational resilience than shown in this research.

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