



Leading changes and self-management strategy of CEOs in technology corporations in the world

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Abstract

Over the past decade, the author has observed over 100 companies that have strived to become significant competitors. These efforts go in many different directions: comprehensive quality management, reengineering, appropriate scale selection, restructuring, cultural change, and total change. However, in most cases, the basic goal is the same: to create fundamental changes in the way of business to help cope and deal with new increasingly challenging markets. A few of these efforts of change are very successful. A few others completely failed. The lessons that can be drawn up are very interesting and probably will involve many organizations in the increasingly competitive business environment of the coming decades. One lesson is that the process of change takes place over several stages and often takes a long time. "Burning stage" only shows a fast speed and never gives a satisfactory result. The second lesson is that serious mistakes in any of the stages can have harmful effects that slow down the growth rate and eliminate the results that were previously achieved.

Keywords: change, CEO, technology, leadership, oneself

1. Introduction

In an increasingly volatile economy, the change of the business environment occurs at a higher frequency, forcing business leaders to always predict and make the necessary changes. Facing the inevitable development trend in the period of international integration, one of the biggest challenges of businesses today is the ability to manage and administer professionally to promptly adapt to rapid change in domestic, regional and world market economies. Extremely successful CEOs around the world always advise young entrepreneurs to learn how to balance their lives to achieve even more success. They are people who do not choose to put 100% of spirit and health into their work. The secret of their success is the harmony between work and family, work and rest. So they always have a glimpse of work and life. The CEOs of big technology corporations in the world always have the secret to managing themselves effectively and they always want to transmit that secret to everyone, especially young entrepreneurs who are in the process to startup their business. Through this article, we will present the leadership change and the management strategy of the CEOs of the major technology corporations in the world in the process of doing so if anything goes wrong, please give me a comment love to make the group better. The business world always changes rapidly every day, every hour. As a leader of a business, you must catch up and lead the market trend to survive. Contrary to many people's thoughts, giant companies are considered inviolable in turn to recession and disappear in the fierce competition market. Meanwhile, small companies are flexible and adaptable to the needs of the market with innovative new ideas that can withstand the crisis. It is undeniable that the success of any organization is due to the talent of the leader. With a compact, flexible and decentralized organizational structure, small businesses are easily adaptable and one step ahead. Instead of waiting for meeting time, approval and resolution, small businesses capture the trend quickly, not afraid to experiment and accept risks. The leader should talk

about the change with the staff. When you talk about this, you will show employees the existence of change: it is happening right in front of you, right in front of the business. Talk about change so employees are always prepared.

Today's business world is very competitive, so the way they can survive is to reshape the needs of a changing world very quickly. If you don't change, both your leader and your organization will go to a dead end. Because, today customers not only require absolute quality of service but also require more. If you can't respond to this, then your opponent will immediately take that opportunity. So businesses are restructuring to meet customers' needs promptly. Senior leaders know that they cannot throw money to solve all problems so they need flexible employees who will stick with the business for a long time. As a leader you need to focus on actions that can make the change as quickly and appropriately as possible.

A good leader will mobilize 33% of employees' consensus, welcome changes to motivate and create positive status for employees. Convincing 33% of the support believing in optimal solutions will benefit everyone. Prove to 33% of people who resist the change that: change is necessary and brings many benefits with specific evidence and data.

Leadership change can be a test for any business. A number of studies of Towers Watson, the world's most prestigious research and consulting unit, show that only 25% of innovations in change management bring sustainable success. Although almost every leader must undergo major organizational changes, many of them still acknowledge that among all the responsibilities they have to shoulder, managing change is their biggest obsession, because almost every aspect of the company and the leadership and management system is under the challenge of radical change due to changes in the business environment.

2. Theoretical Framework

Leadership change is a combination of governance activities

to proactively detect, promote and control the change process of enterprises in accordance with the fluctuations of the business environment, ensuring business development in a volatile business environment. Businesses are currently operating in conditions of globalization and in a volatile business environment. This has created opportunities and challenges that have a tremendous impact on the survival and development of each business. In order to survive and maintain their position, administrators need to not only have knowledge of business but also to practice general management skills and change management skills in particular to run businesses effectively. However, no change program is easy. Leadership must achieve internal consensus, support and spirit of commitment from top to bottom, at the same time taking advantage of human resources, energy and efficiency and not spending too much on the implement changes in the enterprise. Organizations often have to go through four major stages of their development (Klepper, 1997):

- The formation stage - This is the period when an organization begins to form. Although the organization has a basic vision for development (the purpose of the organization), this vision does not really have a formal definition. Because often there will be many trials and initiatives. At this stage organizations need to work hard and creatively to overcome initial obstacles and achieve breakthroughs.
- Rapid growth stage – In this period, organization determines the direction and seeks partners to maintain growth and increase profits. Changes often focus on determining the goals of the organization and the main business sector.
- Maturity stage – At this stage, the curve of growth is stable. Change is needed to maintain the market and ensure maximum benefits are achieved.
- Declining stage – In this period, organizations will face many difficulties, so they will have to narrow production scale or restructure enterprises. To survive, organizations need to set goals that are hard, new and creative and they must work passionately to achieve those goals. Success at this stage will bring a new start to the four stages.

For some organizations, these four stages happen very quickly, but for others they can last for decades. The failure at any of the four stages will also cause the organization to perish. Some organizations, such as IBM have experienced all four stages in a very successful way while some other organizations, such as ATT are quite weak.

Stages of change can also be identified as following

- Break old habits. You must throw away ideas and old processes instead, which are new and innovative ideals and processes. Because of the habit, you will feel that having to remove old processes is as difficult as learning new things. Like a teacher having to remove old lessons from the blackboard before starting a new lesson, a leader must eliminate old habits to start a new journey. At this stage the leader must guide and motivate his employees.
- Change. When you experience reality, you will cherish new ideas. Lao Tzu once said: I heard, I forgot - I looked, I remember - I did, I understood. Of course in the process there will be confusion, overload and

despair but there are also hopes, discoveries, and excitement. This stage requires leaders to guide their employees as well as cheer them up.

- Continue to change. At this time, the staff accepted the change in both knowledge and emotion. This is when they apply what they learn to work. Just a little guidance and lots of encouragement can make the next change and change should be considered as a continuous improvement.

Change is a process. Every little change and improvement is a journey of a long journey on the road to the destination. Managers do not wait until the execution is completed to reevaluate and must monitor regularly and continuously. Take a moment to look back after what managers and the staff did:

- Has the results been the same as what managers and the staff originally pointed out?
- What do employees think about changes?
- Did they learn new perspectives on issues and change behavioral attitudes while working?
- How are sales and profits improved?

Having the answers and the data for these questions, managers will be confident and assured of what they are doing. In this age, without change, the business is not competitive and is only to exist. To successfully lead change, managers need to be mentally prepared, plan carefully, enforce, create trust and evaluate performance. The process of change will be lengthy and may be at risk of deviation if the managers do not know how to energize the employees. Praise, recognition, rewards, opportunities for promotion, salary increase are effective tools to motivate employees to keep changing. Maintaining and constantly changing even the smallest things will bring excitement and motivation to employees to keep trying and improving even more.

3. Empirical Examples

When Steve Jobs made the iPod dream come true after years of users using MP3 players, he never asked the customer: "You want a miniature drive or a faster processor". Instead, he told the audience: This wonderfully compact device can store 1000 songs and it is right in my pocket. There's a saying: "You don't really understand a problem unless you can explain it to your grandmother." No matter how complicated it is, the CEO himself still needs to be able to explain it in the simplest way for everyone to understand. This not only helps leaders control the situation of their subordinates well, but also helps attract talented people to work with them. Successful people do not rely entirely on others. Successful people always put backup situations. Successful people always act for the best and plan for the worst. They set clear expectations. They communicate - a lot. They follow. They advise and guide and train. They lead and work through others ... but they accept the final responsibility. Why? They act as if success or failure is completely under their control. If they succeed, they build it. If they fail, they cause it. Don't waste the spirit of hope - or worry - about what might happen. Put all your effort into implementation and make sure everything happens. They must be proactive. As Jobs said, "stop giving reasons". Never make excuses. Never list reasons. And never blame others. Of course, unless you take the blame on yourself -

and solve it by next time you will do anything to make sure everything goes according to the plan you have outlined. During the initial project launch of the Macintosh computer in 1984, before the launch event, an engineer had given Jobs the main circuit board of the computer - and as soon as he saw that board, Jobs had bluntly reject the external design and its aesthetics. Sculley recalled that the engineer told Jobs: "No one will ever see it, and nobody will know it!" Jobs didn't agree with that and the main board was redesigned. This is a good example of the "unforgiving" behavior of Jobs with its products and priorities with user experiences. As the leader of an entrepreneur, keeping the beliefs from the inauguration - probably the most crucial factor to help leaders succeed. Sculley said: "The best companies, right from the early days of establishment, have to focus on customers."

4. Research results and discussion

The market is always changing. The legal corridor is also constantly revised and improved. In order to stand firm and develop, it requires businesses to take steps, adaptive solutions. The management board needs to identify the mind of always innovating and creating to adapt to the fluctuations of the business environment. In order to do this well, we need to do a good job of market research, forecasting changes in the business environment, catching up with new trends and then having appropriate strategies. During the continuous stages of change of an organization, leaders need to exert all their power to help employees avoid evading change but instead will happily accept the change. There are five behavioral changes we often encounter during the change process (Conner, 1993):

- Denied - did not notice any significant changes.
- Angry at others for making your change.
- Negotiate - find solutions and create a happy working atmosphere.
- Depression - ask questions: is this change worth it? Become suspicious and need support.
- Acceptance - reality

This is why the first reaction of workers to change is always resistance, because people feel comfortable doing the task according to a familiar process. This comfort gives them a sense of security when they are in control of their working environment. One of the reasons employees are afraid of change because they do not like to be interrupted in life and they will be stupid when they cannot adapt and learn with new things, making their work meeting difficult and out of control.

Lời khuyên để trở thành ceo tài năng tips for become a talent ceo

Add live items and to-do lists: We use up to 80 daily wake times to work. So it is very important to work and love and do what you do. It helps you to rest right in your own work. "Do what I love to rest right while doing. Richard Branson - the famous British self-made billionaire with assets of nearly \$ 5 billion, founder of Virgin Group, including more than 400 companies shared on personal blogging experiences for young entrepreneurs. There are tips on balancing life, saying: "Add live items and to-do lists. We use up to 80 daily wake times to work. So it is very important to work and love and do what you do. It helps you to rest right in your own work." Focusing on what makes

happiness "When work starts taking away so much from private life, I start to focus on things that make me happy. Signing up to play a team sport as well as booking vacations for the future motivates me to continue doing what I love. Work for young entrepreneurs is important, but being more fun and having more experience is more important. And in fact, having fun helps me a lot in my work because the best ideas often arise when I'm skiing, cooking or playing balls! Trust in teammates and empower employees: This is the key to answering young entrepreneurs' questions: how to balance work and life. Knowing that you can go away with your family and trust others will complete the job allows the CEO to keep life balanced.

Keeping passion for personal goals: CEO always gives a special priority to his personal life even though at a certain time, many jobs sound worth doing rather than just spending time for myself. For example, when the ceo asked for a month's leave to complete the goal, no matter how much time it took. Shortly thereafter, when I returned to the company, I focused only on my work and as a result, the CEO created the idea of how to organize the new company. Know how to manage time: As a company leader, executives (CEOs) often have to spend time with leadership groups, senior managers, board members, investors, transmitters informed. Therefore, they must know how to use reasonable time to ensure effective work for both themselves and the company's operations. According to a survey of time usage by 27 CEOs of large and most listed companies conducted by Michael Porter, director of the Strategy and Competition Institute at Harvard Business School and Nitin Nohria - principal of the school, the average CEO works 62.5 hours per week. The study also showed that CEOs spend about 4 hours a day working on most weekends and about 2.5 hours / day during vacations. However, time use also determines their success.

Spend time on your own life: The surveyed CEOs always know that they need to rest and stay healthy. On average they sleep about 7 hours per night. About 9% of the time (45 minutes) in addition to their work is devoted to exercise, sports. Out-of-work activities account for about 25% (equivalent to 6 hours / day) of their time, half of which is for families. "In order to maintain the work intensity, the CEO needs to act like the way professional athletes do. That means allocating time for health and leisure activities," advised Porter and Nohria. .

Making a decision: The CEOs must take both the initiative and the responsibility for the results. This is considered the most important job of the CEO. However, the practice of what is called business vision is nothing but a decision about the future of the company. On the other hand, the strategy is simply a decision on how to realize the company's goals. When too focused on minor details in management and operation instead of making decisions, the CEO will lose his central role.

Leadership: To fulfill the mission of leading the organization, business units, professional CEOs need to lead the company in its right direction and vision. On top of that, they must also be the creators of the distinctive culture of the business.

Ensure sufficient capital for the company: No matter which source it comes from, the accumulated profit, capital, from debt or equity, the CEO's duty must also ensure the company always has enough money to maintain operation

Risk management task: A true CEO must know to minimize

instabilities and sources of factors that fluctuate for the company. This not only helps the company become more attractive in the eyes of customers but also creates firm trust from the partners. Besides, good risk management is also a way to save money for organizations. A stable company will be an attractive working environment for many candidates.

Responsible to the owner: The owner may be legal ownership individuals such as shareholders, or those who are interested in the company's vision and goals. Professional CEOs should be accountable to the owner or the board for accountability and the company's influence.

In addition, Zack Friedman, the founder and CEO of Make Lemonade, a website that provides personal finance collation service, shared on Forbes 10 elements to identify a good leader:

- Being a good trainer. Good leaders are not only highly productive people but they also invest time and energy into training and coaching for their team. They are capable of sharing the best experiences to help their partners develop together to build a progressive corporate culture.
- Trust in empowerment and not mind small things. In leadership positions, what should be done to empower subordinates and senior managers in different areas to avoid overloading because of "hugging"? Is the leader confident enough to empower and proactively handle the work for his employees and associates? Too much focus on small things when managing employees is one of the weaknesses of bad managers, contributing to negative corporate culture. Build an "open" work environment, allowing employees to have space to handle the work themselves. In addition, create conditions for proactive team to find solutions when encountering difficult problems.
- Building a sustainable corporate culture. The leader should be a bridge connecting the team members and cherishing them. Let the members see it all heading towards a common vision. The mission of a good leader is to create an environment where each member can freely raise his or her own thoughts and experiment with and propose new ideas.
- Working towards results. The goal is important. But how to get to that goal is even more important. A good leader is someone who can create a positive culture, striving towards a common outcome. Show the team how to create the results that the whole team is aiming for, rather than just setting goals and imposing them on super-high routes.
- Listen and communicate. Too many leaders fail because they cannot communicate well internally. Therefore, at Google, communication skills are a very interesting factor. In particular, here the internal communication is not communication from top to bottom or generic. Before conveying any information, the leader must be the person who should listen in detail and take the time (if possible) for the relevant staff to solve the problem as soon as it starts.
- Support career development staff. Don't just focus on what the team can do for the company. Focus on what the company can bring to each member of the organization. Leaders need to think about what skills to add to their employees, how to foster their knowledge in order to improve their professional skills and help them complete their own development path. So, discuss

and contribute positively and constructively about things that the organization can do for its employees.

- Having specific vision and strategy. If even the leader does not have a clear vision or specific strategy, how can the whole team move forward? With this view, Google believes that a good team of employees starts with the ability to set clear strategies, the ability to lead, create the foundation and orient the entire team to advance in the work of leaders.
- Have professional skills to advice employees. Good leaders need specialized knowledge. They need to be one of the pioneers to handle professional issues in that area. If you do this, not only will the team work effectively but also build the trust of the employees.
- Unity. In order for the company to develop well, it is necessary to coordinate among departments. Therefore, in addition to managing their own team, leaders need to coordinate well with other senior managers in the company. Because this is the way of cooperation that helps the company to go up and be fast and stable.
- Dare to make decisions. Information analysis is a useful skill. Strategy is also important. Test scripts help to narrow down the main goal. However, all three factors do not work well if the leader does not dare to make decisions at the necessary times. Therefore, leaders need to develop a sense of self-determination and persistence with the decision made if they want to be a good leader.

5. Conclusion and Recommendation

Conclusion

Leadership change is a complex process that requires a combination of theories. To determine the right vision and build performance results must be able to think and analyze information globally. Want to lead successful change must have knowledge, skills to detect, classify, select issues to develop the plan through decisions, organizational skills and mobilization skills. Leadership change is the process of successive steps. The effectiveness of leadership changes depends on many subjective factors: intuition, acumen, assertiveness, and many objective factors. Especially, it is necessary to create a synchronous change of factors: Vision, plan, skill. Besides, CEOs should learn the strategies to manage themselves of major technology corporation CEOs in the world and equip themselves with an effective self-management strategy in the 4.0 Industrial Revolution era today.

Recommendation

Leaders should learn the following management practices to manage themselves effectively

- Emotional management: Scientific studies show that people with emotional problems are more likely to be in a car accident than ordinary people up to 144% or every 5 victims of fatal accidents, 1 who had a quarrel with another person for 6 hours before the accident. Emotional management is very important, especially for leaders because all their activities have a great influence on many others. Good leaders know when to show and when to delay their feelings. Sometimes they express feelings to find sympathy and move others. Is this a "populist"? John C. Maxwell believes that it is not so long as it is good for the organization and not for their personal benefit. However restraining emotions is

different from denying and burying it. The bottom line is that you should put others rather than yourself on your head when dealing with and handling emotions.

- Time management: Time management is a particularly difficult issue for people in the middle of an organization. High-ranking leaders can authorize, workers get paid by the hour and do whatever is possible during that period and the middle ones are often under pressure from the above two groups and are often expected overtime to complete the job. Time is money, a psychiatrist once said, "Unless you value yourself, you don't value time." In this life people don't pay everything with money but by time. So instead of thinking about what you do and what you buy in the form of money, think of them as time. Think about what is worth your life? From there you will have more effective time management.
- Managing priorities: The general rule is that when you don't know how to manage priorities, your work will always be under pressure and reduce performance. Especially with the location in the middle of an organization, you will have a mountain of work to handle. John C. Maxwell proposed how to manage priorities as follows:
 - 80% of the time - doing the things you do best
 - 15% of the time - doing the things you are learning
 - 5% of time-doing other necessary things.

You may find it difficult in the beginning, but you need to learn how to empower, discipline and be "heartless" when deciding what not to do. Likes to do some work does not mean to put it on the to-do list. All the remaining jobs are candidates for your list of things you should not do.

- Management thinking: The biggest enemy of deep thinking is busyness. When you want to be excellent, know how to manage the busyness around you. If you find the pace of life too fast and there are no minutes to think about throughout the working days, create a habit of writing quickly on paper 3 to 4 things to invest time to find a solution. Then find the right time to think about those things. Thinking takes only about 30 minutes a day or you can save them for a week and spend time processing on the 7th day, as long as you don't let it go so long that it makes you frustrated and frightened. Remember a rule: 1 minute > 1 hour. A minute of thought worth more than an hour of chattering or unplanned work.
- Energy management: Even the most energetic people can be drained of energy in difficult situations or don't know how to allocate and use them. There are 3 groups of energy wearers that people often suffer from: Doing things that are not important, unable to do really important things, unable to cope with problems. So to best manage your energy, every day you look at your schedule and wonder. From there, make sure you have enough energy to do it with concentration and excellence.
- Speech management: High-ranking leaders often do not listen to you, but often appreciate action. If they stop doing the rework to listen, the words they hear will be valuable. So use the most effective language. If you want your words to be heavy, pay more attention to them if you manage your thinking and make good use of your concentration, think your word management

skills will improve. For superiors, if you have something worth talking about, speak briefly and concisely. If there's nothing worth talking about, sometimes the best thing to do is keep quiet.

- Manage your own life: The last thing, whether you work and manage yourself very well at work but your life is a mess, eventually things will get worse. What good is it to climb to the top of your career but marriage breaks down and you become alien to your children? "There is no success in a career worthy of sacrificing our families," said John C. Maxwell. So John C. Maxwell defines success as having the most intimate people who love and respect themselves. He wanted to have the love and respect of his wife and children before the respect of anyone who worked with him.

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