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Role of Leadership in Shaping Successful Strategic Management Practices

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ABSTRACT: For organisations to thrive and endure in today's fast-paced and cutthroat business world, sound strategic management is essential. Though approaches and tools play a significant role, leadership is the ultimate arbiter of strategic management practices. The purpose of this study is to investigate how effective leadership influences strategic management practices. Strategic success may be driven by competent leaders; this research aims to shed light on how this can be achieved by analyzing the relationship between leadership styles, organisational culture, and decision-making processes.

KEYWORDS: leadership, strategic management, management practices.

I. INTRODUCTION

According to Thomson et al. (2020), cited in Fadhli, M. (2020), effective leadership is essential for any organisation to achieve its objectives. Hence, the group need a leader who can guide its members to fulfil their responsibilities and use their authority to accomplish its objective (Pearce & Robinson, 2009). Leadership at the strategic level is an interpersonal activity (Bass, 2007). According to Hao and Yazdanifard (2015), in order to be a leader, one must participate in team activities. A leader with strategic thinking skills can foresee problems, formulate a plan to solve them, be open to new ideas, collaborate with others, and ultimately improve the organization's future (Hitt et al., 2016). One of the key obstacles to successful strategy implementation in organisations is a lack of strategic leadership (Kaplan & Norton, 2004). No plan, no matter how well-thought-out, will succeed unless it is carried out by individuals at all levels of the organisation (Noble, 1999; Lee & Puranam, 2016).

Technological advancements, more globalisation, fiercer rivalry, and the emergence of Asian economic titans have all contributed to a more dynamic and unpredictable business climate than in recent memory. Organisations need seasoned individuals with refined leadership skills and insight to navigate this intricate and ever-changing landscape. Before diving into the specifics of leadership at the senior management level—namely, the characteristics, responsibilities, and leadership styles of this pivotal group of managers—this article will provide a quick overview of organisational leadership and its significance.

Leadership is the most important factor in organisational growth because it has the ability to propel positive change and foster long-term success. Leadership is deeply involved in many aspects of a company and helps shape the culture in which it works. Leadership development techniques that are well-aligned with the values and culture of a firm may have far-reaching effects on the organisation, according to the literature on the topic. According to the textbook definition (Van Eynde and Bledsoe, 1990), organisational change is a process that aims to improve an organization's efficiency by the implementation of planned, systemic changes over an extended period of time. Achieving constant performance in ever-changing circumstances is made possible via the successful execution of change initiatives.

Organisations have been able to do this by using behavioural research and understanding, which is why success like this is achievable. A leader's capacity to effectively manage talent in order to spearhead long-term organisational transformation is a historical indicator of their performance in this domain. Seventy percent of all major change initiatives in organisations fail (Umble and Umble, 2014), mostly because there isn't enough alignment between the value system of the change intervention and members of the organisation going through the change (Burnes and Jackson, 2011). As a result, benefits are seldom realised because complex implementations in companies have a high failure rate.

Effective leadership is becoming more and more important as organisations negotiate the complexities of today's unpredictable and turbulent business environments. A leader with vision can see what's coming up, understand

what the market is saying, and come up with game-changing plans that will help the company succeed now and in the future. In addition, for these ideas to be put into action, there has to be a leadership style that reverberates throughout the company, motivating different groups and people to work towards the same goals.

II. LITERATURE REVIEW

Chughtai MS, Syed F, Naseer S, Chinchilla N. (2023), In this research, we look at how learning organisations affect organisational innovations firsthand, and second, we examine how change self-efficacy mediates the relationship between learning organisations and organisational innovations. Learning organisations, change self-efficacy, and organisational innovations are all interconnected, and this research suggests that adaptive leadership might mediate this relationship. As many as 373 full-time workers in the pharmaceutical sector willingly took part. The data was gathered using the temporal separation method, which is a straightforward random sampling procedure with a one-month delay between each temporal separation. The reliability, validity, descriptive statistics, and correlations were examined using SPSS v.25, AMOS v.22, and Smart-PLS. For the study of direct, indirect, and interaction effects, PROCESS-macro v3.4 was used. Learning organisations and organisational innovations are hypothesised to be linked, and this research lends credence to that theory. Furthermore, the association between learning organisations and organisational innovations is partly mediated by change self-efficacy. In addition, the link between adaptable leadership and learning organisations, learning organisations and change self-efficacy, and organisational innovations and change self-efficacy are all moderated. According to the results, adaptive leadership is crucial for improving people's confidence in their ability to make changes, and it also aids businesses in implementing new strategies by capitalising on the learning organisations phenomena. The significance of change self-efficacy, which is critical in learning organisations for organisational innovations, is also emphasised in this research.

In 2022, Hawkes and Spedding By examining the topic from both a historical and theoretical standpoint, this chapter delves into the idea of effective leadership. The next section provides a summary model to help the reader understand the leadership process in its entirety. The leadership process in this approach begins with the leaders', followers', and teams' unique personalities, backgrounds, and experiences. Step two consists of the acts, exchanges, and connections. The leader, the follower, the team, and the organisation all benefit from these interactions. The symbiotic relationship between leadership and its followers is best shown via a feedback loop, in which past actions impact current ones. Finally, external moderating elements and the surrounding environment may impact leadership at every level. This synopsis integrates fundamental principles from well-known theories of leadership. Afterwards, we will go over the ways in which effective leaders can impact results on an individual, team, and organisational level. This includes engagement, performance, creativity, wellbeing, burnout, and psychological capacities at the individual level, as well as on a team level through shared mental models, learning, psychological safety climate, cohesion, and potency. We conclude by talking about the leadership process moderators and the difficulties of future studies.

Tran, S.K. (2017), Famous all over the world, with an enormous technical team and many brilliant executives, Google Inc. is the subject of this article, which offers a perspective on the company's culture and subcultures. Despite certain difficulties in administration, it has historically had beneficial effects on society. In order to find issues, the Board of Directors (BoDs) created and used a system to evaluate the management team's performance. In order to shed light on the management issue at Google, this article will examine the case study published in Harvard Business Review, Oxygen Project. It will also show how the Zappos Board of Directors evaluates the company's culture and subcultures and compare Google with Zappos, a very smaller organisation. If you want your business to expand steadily and profitably, this article will provide you our eight top tips for creating a healthy organisational culture. No matter the size of your firm, we think you'll find a lot of valuable information for your leadership team here.

In 2011, Tsai (1911) The participants in this cross-sectional research were Taiwanese hospital nurses. A systematic questionnaire was used to gather data; out of 300 that were sent out, 200 were returned with valid answers. The data were examined using Cronbach's α and confirmatory criteria to determine their reliability. The links between leadership behaviour, organisational cultures, and job satisfaction were examined using correlation analysis. End result: There was a strong positive correlation between leadership conduct and work satisfaction, and a similar positive correlation between organisational culture and leadership behaviour. In summary: An organization's culture greatly influences the level of happiness and health among its employees. Employees' actions and attitudes on the job may be impacted by how they understand and embrace the organisational ethos, which is communicated and promoted to them. Employees report higher levels of work satisfaction, more contributions to team communication and cooperation, and encouragement to complete organisational goals when they perceive positive interactions between leadership and staff.

B. Lotfi and A. Errida (2021), Finding out what makes change management work and how to apply that knowledge to a Moroccan construction firm are the primary goals of this research. To achieve this goal, a mix of a literature review and research activity was used. To pinpoint what makes change management work, researchers looked at 37 different models of organisational change management. The discovered criteria were further confirmed using a research action

technique. In order to ensure that the example company's organisational change efforts were implemented successfully, we defined and grouped several aspects that impact organisational change management into 12 distinct groups. This study offers a comprehensive knowledge of successful change management by analysing different organisational change models. However, further research is required to determine if these aspects are relevant in other industries and organisations. Effective change initiative implementation is possible when managers have a firm grasp of the elements that contribute to a project's likelihood of success.

III. RESEARCH METHODOLOGY

The current research has some main objectives:
1. To learn more about how leadership is influencing effective strategies for management at the moment
2. To investigate ideas like management methods, strategic management, and leadership
3. To investigate how effective strategic management practices are shaped by and the role of leadership in their creation, implementation, and evaluation.

IV. FINDINGS

Strategic management practices
To achieve their long-term aims and objectives, organisations engage in strategic management techniques, which include planning, executing, and monitoring their strategies. An organization's ability to adapt to new market situations, manage its internal and external surroundings, make sound judgements, and distribute resources efficiently all stem from strategic management. The process is methodical and entails bringing an organization's vision, purpose, and resources into harmony with one another and with its long-term objectives. Some of the most important parts of strategic management are:

a) Strategic Planning: This entails taking stock of the organization's internal and external environments, establishing goals, and then coming up with plans to reach those goals. In a typical SWOT analysis, the organization's purpose and goals are defined, along with its strengths and weaknesses, opportunities and threats. Then, plans are outlined to take advantage of the opportunities and minimise the risks.

b) Strategy Formulation: In this stage, the best ways to reach the organization's goals are identified and chosen. Decisions about the organization's positioning, the goods and services it offers, the markets it enters, and the distribution of its resources are all part of this process.

c) Putting Plans into Action: After plans are made, they must be put into play. Allocating resources, establishing timetables, and making sure all the required systems and procedures are in place are all part of this process, which entails turning strategic ideas into concrete actions.

d) Organisational Alignment: One aspect of strategic management techniques is making sure that everyone in the company is on the same page with the long-term goals. A strategy-supporting culture may be established via training, open lines of communication, and other means.

e) It is critical to regularly analyse the progress towards reaching strategic objectives via performance monitoring and evaluation (e). Keeping tabs on KPIs, analysing data, and adjusting as needed are all part of this process. Organisations may learn what parts of their plans are working and what parts need tweaking via performance assessment.

f) Being able to adjust and be flexible: Things may change quickly in the corporate world. One of the most important aspects of good strategic management is being able to change and modify plans in reaction to new information, new trends, new technology, and increased competition.

g) Managing Risks: One aspect of strategic management is figuring out what kinds of risks and uncertainties could affect the outcomes of strategic projects. Businesses must devise plans to deal with these potential threats and find ways to lessen their impact.

h) Creativity and Innovation: Strategic management is all about coming up with new ideas and implementing them to help your business stay ahead of the competition.

i) Resource Allocation: One of the most important parts of strategic management is figuring out how to distribute resources like money, people, and time. It is critical for organisations to allocate resources in a way that supports their overall plan.

j) Emphasising the Long-Term: Strategic management approaches prioritise the long-term view above immediate benefits. A long-term competitive advantage and stakeholder value creation strategy is the aim.

In sum, strategic management techniques provide businesses a map to follow as they face the challenges of today's business climate, gather information for tomorrow's choices, and realise their dreams for the future.

The role of leadership in shaping successful strategic management practices

- Both the development and execution of sound strategies, as well as their flexibility and ultimate success, depend on strong leadership. This article delves into the complex interplay between leadership and strategic management procedures, specifically looking at the ways in which leadership traits, skills, and actions impact strategy development, implementation, and evaluation.

- Leadership as a Force for Strategic Vision: Leadership is the engine that propels the formulation of an uplifting and lucid strategic vision. The capacity to see beyond the present and seize new chances is a hallmark of visionary leaders, who can also steer their organisations into more distant futures. Initiating effective strategic management practices relies heavily on their ability to articulate this vision coherently and inspire teams to conform to it.

- Adaptive Strategies Driven by creative Leadership: With the ever-evolving corporate environment, the need for creative leadership is crucial. Visionary leaders foster an environment that is open to new ideas and approaches, allowing employees to freely experiment with different approaches. When executives like him are in charge, it's far easier for the company to change course when faced with unexpected challenges in the market.

- The Execution of Strategies via Transformational Leadership: The execution of strategies is greatly aided by transformational leadership, which is defined by its charismatic impact, intellectual stimulation, personalised attention, and inspiring motivation. An organization's strategic goals can't be achieved without the dedication, autonomy, and sense of purpose fostered by transformational leaders.

- Strategic Decision-Making and Leadership Competencies: The ability to make sound strategic decisions is a key leadership competency. Emotional intelligence helps leaders deal with the people-side of change management and engaging stakeholders, while conceptual talents let them synthesise complicated knowledge. To turn ideas into actions, leaders must be able to think strategically while also being able to execute operations well.

- An essential part of effective strategic management is establishing a culture of strategic alignment, which is something that leadership can have an impact on. The way workers see and approach their responsibilities is greatly affected by the actions modelled by effective leaders, who ensure that these actions align with the intended strategic direction. Employees are more likely to pull together and embrace change when company culture is in sync with long-term objectives.

- A leader's ethical compass must be steady as they steer their organisation through times of strategic upheaval. Strategic management procedures that adhere to ethical standards are open, equitable, and take stakeholder interests into account. Leaders that put ethics first earn their followers' confidence, which is critical to carrying out a plan effectively.

SWOT analysis

Tableno.1.SWOTAnalysis regarding the role of leadership in shaping successful strategic management practices

Strengths	Weaknesses
Influence on Vision and Direction: Leadership has the strength to set a clear and inspiring strategic vision, guiding the organization's direction and aligning efforts toward common goals.	*Leadership Deficits:* In organizations where leadership lacks strategic acumen or visionary capabilities, there may be a disconnect between the intended strategy and its execution.
Transformational Impact: Effective leadership fosters a transformational culture that encourages innovation, adaptability, and continuous improvement in strategic management practices.	*Resistance to Change:* Some leaders might face resistance from employees who are apprehensive about changes associated with new strategic initiatives, which can hinder successful implementation.
Alignment and Motivation: Leader shave the ability to align teams and individuals with strategic objectives, motivating them to contribute their best efforts towards successful strategy execution.	*Inconsistent Leadership Styles:* Alack of consistency in leadership styles across different levels or departments could lead to confusion or conflicting approaches to strategic management.
Decision-Making Expertise: Leadership competencies, including conceptual skills and emotional intelligence, enhance strategic decision-making by synthesizing information and considering both rational and emotional factors.	

Opportunities	Threats
Leadership Development: Organizations have the opportunity to invest in leadership development programs to cultivate the necessary competencies and styles for effective strategic management.	*Leadership Turnover:* Frequent changes in leadership positions can disrupt the continuity of strategic management efforts, leading to inconsistencies and gaps in implementation.
Strategic Innovation: Leaders can leverage their influence to foster a culture of strategic innovation, encouraging employees to propose new ideas and approaches to enhance strategic practices.	*External Disruptions:* External factors like economic shifts, technological advancements, or global crises can challenge even the most effective leadership's ability to shape strategic management practices.
Adaptive Leadership: The evolving business landscape offers opportunities for leaders to embrace adaptive leadership approaches, allowing organizations to respond proactively to changes and uncertainties.	*Resistance to Change:* Leadership efforts to reshape strategic management practices may encounter resistance from employees who are comfortable with existing routines and practices.
Ethical Leadership: Emphasizing ethical leadership practices can create a competitive advantage by Building trust with stakeholders and ensuring transparent and responsible strategic management.	*Leadership Misalignment:* Disagreements or lack of alignment among leadership team members can hinder cohesive strategic planning and execution.

Table2 Input-Output analysis regarding the role of leadership in shaping successful strategic management practices

INPUT	OUTPUT
Leadership Expertise and Skills: The knowledge, skills, and competencies that leaders possess, such as strategic thinking, communication, decision-making, and emotional intelligence, contribute to theeffectiveshapingofstrategicmanagementpractices. *Organizational Culture:* The existing culture and values within an organization play a crucial role in how leadership influences and shapes strategic management practices. *Resources Allocation:* The allocation of financial, human, and technological resources by leaders is essential for implementing strategic initiatives.	*Strategic Plans:* Theresultofleadershipeffortstoformulatestrategiesthatguidetheorganization'sactions toward achieving its long-term objectives. *Employee Engagement:* Leadership'sinfluenceoncultureandcommunicationleadstohigheremployeeengagementandcommitmentto strategicgoals. *Resource Allocation Framework:* Leadership's decisions on resource allocation ensure that the necessary assets are available to support strategic initiatives.
External Environment: Leaders need to consider the broader market trends, competitive landscape, regulatory factors, and technological advancements when shaping strategic management practices.	*Adaptive Capacity:* Effective leadership prepares the organization to adapt to changes in the external environment, ensuring the sustainability of strategic practices.
PROCESSES *Strategic Formulation:* Leadership drives the process of identifying long-term goals, competitive positioning, and crafting strategies that align with the organization's mission and vision. *Communication:* Effective leadership communication ensures that strategic goals, plans, and expectations are clearly understood by all stakeholders, fostering alignment and commitment. *Decision-Making:* Leaders make strategic decisions based on analysis, intuition, and experience, which influence the course of action the organization will take. *Culture Building:* Leadership shapes the organizational culture to encourage innovation, adapt ability, and alignment with strategic goals.	OUTCOMES *Successful Strategy Execution:* Leadership's influence on processes and resource allocation contributes to the successful execution of strategic plans. *Competitive Advantage:* Effective strategic management practices, shaped by leadership, can lead to a competitive advantage in the market. *Organizational Resilience:* Strong leadership can help the organization navigate challenges and disruptions, enhancing its overall resilience. *Stakeholder Satisfaction:* Well-executed strategies resulting from effective leadership can lead to higher stakeholder satisfaction, including customers, employees, and investors.

V. LEADERSHIP'S ROLE IN THE ORGANIZATION

The most crucial component of self-managed teams are leadership positions, which develop by interactions with others (Barry and Stewart, 1997). Those managers who don't make it to team management roles often have poor people skills, according to Van Velsor and Leslie (1995). According to Van Velsor and Leslie (1995), development tactics boost team performance by strengthening interpersonal connections, increasing behavioural flexibility, and assisting leaders in applying problem-solving abilities. Northouse (2013) suggests using standard criteria to evaluate a team's performance. Criteria for evaluating these requirements include foresight, organisation, direction, and support. By playing to each member's abilities, the team is able to operate autonomously while still learning, growing, and developing a product or service as a whole. The ability to adapt one's leadership style to the specific needs of an individual, a job, or the context is a crucial competency for every team leader.

In the real world, teams are just subsystems of bigger organisations, and just like any other system, they need constant attention and fine-tuning to thrive (Northouse, 2013). Diversity of thought and expertise is essential in any group setting. Adaptability, strong leadership abilities, and the capacity to work well with others are the hallmarks of high-performing teams that thrive in dynamic marketplaces (Van Velsor and Leslie, 1995). The leader makes sure that everyone in the team is taken care of and steps in when necessary. Several factors contribute to team-structured circumstances, including the nature of the company and organisational support. The team's foundation in an acquisition is the service that is being purchased or provided. The team's objectives, as well as its resources and training, are defined by the leader. Through the provision of feedback and acknowledgments, the leader further guarantees the accomplishment of goals. Unless there are significant group-wide changes, a well-developed team can function independently.

VI. CONCLUSIONS

There is no denying that effective strategic management techniques are shaped by strong leadership. The ability to develop, implement, and adjust strategic initiatives is dependent on strong leadership. Organisations are guided towards long-term success and sustained competitive advantage by leaders who possess vision, inventive thinking, and transformative impact. To achieve and retain excellence as organisations traverse ever-changing marketplaces, it is crucial to recognise and use the significant influence of leadership on strategic management techniques.

To conclude, there is no denying that effective strategic management techniques are shaped by strong leadership. The ability to develop, implement, and adjust strategic initiatives is dependent on strong leadership. Organisations are guided towards long-term success and sustained competitive advantage by leaders who possess vision, inventive thinking, and transformative impact. To achieve and retain excellence as organisations traverse ever-changing marketplaces, it is crucial to recognise and use the significant influence of leadership on strategic management techniques.

Leadership knowledge, company culture, resource distribution, and decision-making procedures all play a part in the creation, implementation, and evaluation of successful strategic management practices, as shown in the input-output analysis of leadership's impact on these processes. Organisations may enhance their leadership strategies for long-term success and adaptability by comprehending these interrelated elements.

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