

GLOBAL CHANGE AND NEW PERSPECTIVES ON LEADERSHIP

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Abstract. *Definition of Porter's strategy is that it creates a unique position and market value supported by a system that combines in a manner complementar. The strategy should not be confused with operational effectiveness-do what's good for everyone. By developing a strategy, the goal is to be different from competitors, determine the opportunities they can exploit the best.*

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1. Introduction

A good strategy of leaders aims not only the existence of pillars leadership in the organizational structure of the company because they will not be able to provide necessary leadership for implementation of strategies, adapting to change and innovation. This involves not only the existence of leaders, but rather requires cooperation between them. A number of leaders, explaining the strategy leaders, the style that they have to practice, how to practice it, their behavior individually or in the group, so the company to be headed toward total success.

2. Leading strategy

As a business strategy, leading strategy is based on analysis of the current situation and forecast for the future. It provides a series of recommendations to facilitate removal of gaps between the current situation and future. Once the leader strategies are known it can be readily formulated courses of action and process management implications.

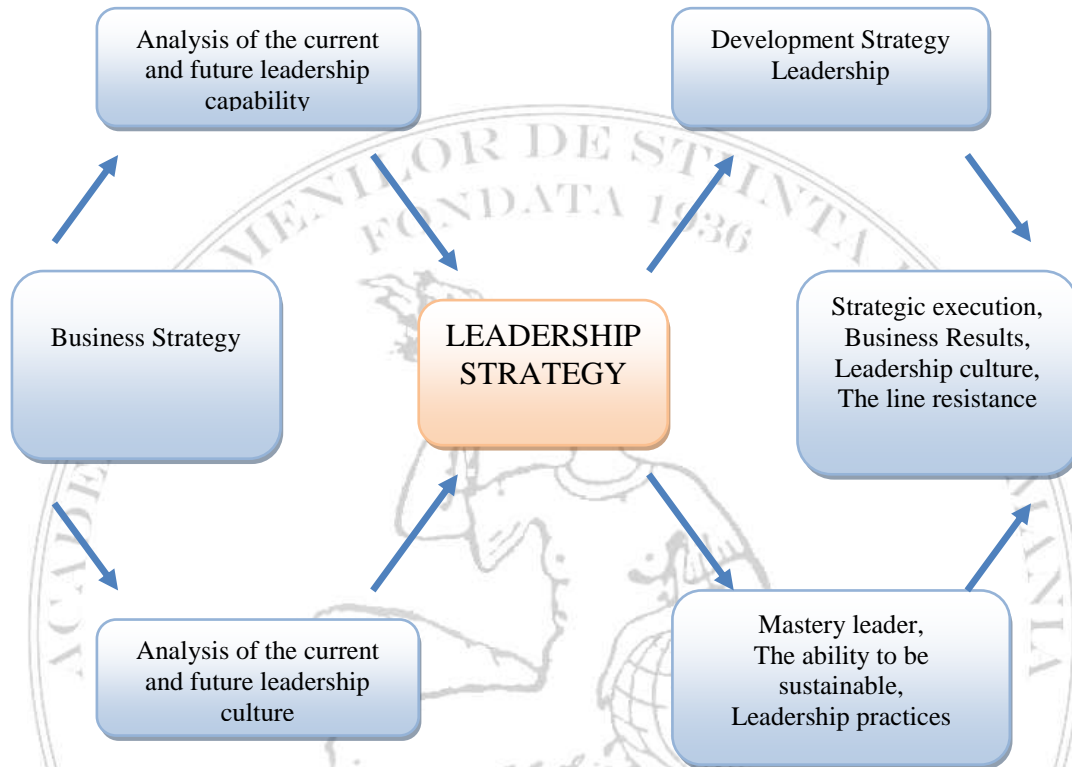
When the strategy is implemented business results will provide feedback on how well it works, and will help shape new business lines that may be considered practicing advanced new leaders.

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Fig. 1 Leaders Strategy components

(Source: Global Organizational Leadership Development, 2009, p. 6)

Leadership strategy have to led after strategy and business should specify quantity (how many leaders are needed for the next 5-10 years given the growing demand and business development, when, where, at what level), quality (overall features both individual and group to be learned from leaders such as education, experience, an opportunity to promote within the company versus job offers competing), skills, behaviour (specific skills, competencies that leaders in the level at which lies must to implement the business strategy), skills group, which should be applied when there is teamwork (the ability to identify and comply with a common goal, the ability to solve problems, ability to empower employees in making and implementing decisions, combining different strategies and their coordination in -a common manner, ability to work together to expand the business in several markets) driving mode (key attribute is the way in which leaders operate and relate to dependence, independence and interdependence of leaders, values which prints them with team members that works style of leaders after leading practices).

Once the leadership strategy is formulated may proceed to the development and improvement. The first step in creating leading strategy is reviewing the business strategy and identifying key decisions that leaders must take so the organization to reap the benefits, opportunities and weaknesses and the threats they face in the market. These key points are usually few and help leaders focus attention on the important issues. Also leading strategy may contain a clearly specified target that falls for each person responsible action, the date that it needs to be achieved bottlenecks that may arise in the way of success, costs and implications for leaders or management process.

Another step for the success of the strategy of leadership is to create a development plan for this, plan which must specify the directions that must be followed to continue to improve the leadership both at the leader level and group level.

3. Strategy and strategic leadership

At a time of important changes and the emergence of a state of uncertainty and confusion, the members of the organization will be focused on the leaders leading strategic transformations. They are involved in all stages posed by a successful strategy, from the foundation and up to evaluation.

It is an approach that requires a substantial effort by the leaders, given that there are many pressures on their leaders to focus on the strict problems of others and awaiting their high involvement.

In performing organizations, most often, strategic leaders benefits from occupying high positions formal functions that can go from the general manager, director of development, director of knowledge etc. In such a case, the leaders benefit from the advantages it brings a formalized structure, with a number of mechanisms known and accepted by most of the employees.

Strategic leadership is based on the specific vision that he builds with his colleagues. It is necessary to harmonize with the vision of other leaders from all hierarchical levels, so as to ensure a common understanding of the aim pursued and the role that each plays in organizational mechanism [4].

For manifestation of strategic leadership, creativity staff is one of the distinctive features that we encounter this kind of leading practitioners. The need to anticipate, to shape the future directions of action under a very dynamic environment calls for consistent leaders imagination.

No doubt that this imagination is supported by a consistent informational support, which will lead to a better assessment of the actual conditions in which it operates organization's staff and internal and external environment influences that can shape this development significantly.

Strategic thinking is materialized in a plan that includes major pieces of strategic vision and which should be known by all those involved and affected by its realization. Leader in implementing the strategic vision leader relies on the skills of those around him and which creates the possibility to manifest their level, to develop themselves as leaders. Because the environment is unpredictable, strategic leaders exhibit a high flexibility regarding the ways they pursue their goals.

Leadership depends much on the context in which the leader is that he considers a wide range of factors. But strategic leader cannot allow attention to be diverted from the major purpose of the organization, from strategic objectives, despite the pressures of a different nature.

The operationalization of strategic thinking, strategic leader operating with different scenarios that can reveal a particular situation, depending on the evolution of the organization's internal and external factors. One of the important qualities of strategic leaders is precisely this flexibility to work with different variables intra and extra organizational conditions of high uncertainty.

Developing and implementing organizational strategy is one of the greatest responsibilities and challenges facing strategic leaders. The steps that involved strategy of an organization are: grounding strategy, strategy development, implementation and evaluation of the strategy[3].

The strategy is one of the main instruments in which managers and leaders of the organization operate to harmonize opportunities offered by the environment around them, the organization's internal resources and skills. On this basis it aims to competitive develop, so the services offered to satisfy well-defined recipients.

Strategic leadership role is even more important as they are a symbol for other staff of the company, are primarily responsible for the results achieved in implementing the strategy. Most often, they generate a certain mood, a commitment on the way forward.

The staff, although trusts the competence of senior leaders wants to know their views on the future evolution of the organization and to what extent, the application of the new provisions will represent a quantum leap and / or quality to him. Also enthusiasm and confidence (or lacks thereof) displayed by strategic leaders are factors likely to potentiate or conversely create new barriers to effective implementation of the strategy.

Leaders must communicate the strategy at all levels of the organization and ensure that it was properly understood. Are important both words and actions. Repeated attempts to inform and persuade staff must be supported by concrete actions. For it is recommended: Selection of employees that have a considerable reputation for

leading change projects in certain areas; Designing a motivational system to recognize and motivate effort and achieving superior performance; Visits and discussions in the departments that have a key role in implementing the strategy.

The need to express strategy is obvious. This will allow coordination of activities, provides a clear direction for people, moral support and develop self-esteem helps develop a sense of safety and importance of the organization's employees.

Through these actions the leaders will give employees the opportunity to get directly involved in the operation of strategic change, to contribute to solving problems, to share their experience and learn in these processes. By decisions adopted, the organization's leader triggers the potential and energy of individuals, groups and other resources that were connected according to a certain pattern through organizational system. A particularly important role in the strategic leadership returnee to those persons who ranks high levels or have access to strategic decision makers. Strategic leaders are identified as members of the first and last responsible for the success of the strategy, the success or failure of the organization in which they operate[1].

Strategic leadership role in developing and implementing the strategy is both symbolic and content. They are perceived as symbols of the new strategy. Their decisions, attitudes and behaviours shows vision and determination to that strategy, especially if it involves significant changes, which is likely to influence the attitude and intensity of staff involvement in implementing the strategy. Moreover, the organization's strategy and its components - mission, goals, strategic ways and others - are strongly influenced by the goals, values and beliefs of strategic leaders. Insofar as they invest time, energy and personal values to outline a specific strategy will determine and involve a considerable degree of supporters in its implementation. Strategic leaders are a valuable source for guidance, clarification and adjustment activities required during this period.

For the organization to overcome more quickly and with good results during this period of uncertainty caused by changes imposed by the strategy, it is recommended to pay attention to the following: decentralization of management; emphasize a proper leaders at all levels and encouraging employees to get involved and help to solve problems; supporting the development of an entrepreneurial spirit and creating a climate conducive to risk taking; greater focus on the customer; overcoming organizational barriers and facilitating communication between all hierarchical levels; create and use a motivational system that rewards performance and efforts of staff; permanent monitoring and evaluation of strategic change.

Conclusions

The new perspectives on leadership due to global change are becoming more challenging. In organizations that conduct a coherent strategy based on a number of issues may arise, malfunction due to mistakes manifested in the strategic process. These errors were classified into two major categories: the first category concerns the way, the manner in which it is designed and implemented strategic leadership, while the second category is associated uncertainty that characterizes strategic leadership. The uncertainty is because the strategy envisages a horizon of time and therefore hard to predict who will be the exact status of environment and organization. The first category of errors originated notably a lack of understanding of the strategic process and can be avoided through a rigorous selection of people who will occupy key positions in developing and implementing the strategy through better preparation in terms of knowledge specific strategy, building a team to assemble and to better exploit the potential of each member and a higher motivation of those responsible for applying the policy.

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