

**The Influence of  
Strategic Leadership and Planning,  
on the successful implementation of organizational  
change**

تأثير القيادة والتخطيط الإستراتيجيين على التنفيذ الناجح للتغيير  
المؤسسي

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## DISSERTATION RELEASE FORM

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# INDEX

<i>Abstract</i> .....	1
<i>List of Figures</i> .....	3
<b><i>Chapter 1- Introduction and Background</i></b> .....	<b>4</b>
<i>Purpose of research</i> .....	6
<i>Problem Statement</i> .....	7
<i>Aim and Objective</i> .....	8
<i>Objectives</i> .....	8
<i>Research Structure</i> .....	9
<b><i>Chapter 2 –Literature Review</i></b> .....	<b>12</b>
<i>Organization Development and Design</i> .....	13
<i>When did organizations change – Revolutions in Manufacturing, Logistics and Information technology</i> .....	14
<i>Why organizations change</i> .....	16
<i>Strategic Planning in Organization</i> .....	19
<i>The importance of strategic planning</i> .....	20
<i>Strategy tools for developing business strategy of an organization</i> .....	22
<i>Strategic Leadership in Organization-Leadership in organization</i> .....	24
<i>Leadership theories and Leadership styles</i> .....	26
<i>What is Strategic Leadership?</i> .....	32
<i>Linking strategic planning and Strategic leadership</i> .....	36
<i>Role of HR in Organization Change</i> .....	40
<b><i>Chapter 3 - Methodology</i></b> .....	<b>42</b>
<i>Introduction</i> .....	42
<i>Brief of Methodology</i> .....	42
<i>Research Approach</i> .....	44
<i>Research strategy</i> .....	44
<i>Data collection method</i> .....	45
<i>Study Sample</i> .....	46
<i>Scale Measures</i> .....	47
<i>Case study - 1</i> .....	49
Background.....	49
Problem/ issue/ Complication.....	50

---

Solution.....	51
<i>Case study - 2</i> .....	52
Background.....	52
Problem/issue/complication.....	53
Solution.....	53
<i>Case study - 3</i> .....	54
Background.....	54
Problem/issue/complication.....	55
Solution.....	56
<b><i>Chapter 4 – Case Study - Interviews, Data Collection and Analysis</i></b> .....	<b>57</b>
<i>Introduction</i> .....	57
<i>Interviews</i> .....	59
<i>Data analysis</i> .....	60
<i>Data Evaluation</i> .....	79
<b><i>Chapter 5 – Recommendations and Conclusions</i></b> .....	<b>81</b>
<i>Conclusions</i> .....	81
<i>Recommendation</i> .....	86
<i>Areas of Improvement</i> .....	88
<i>Limitations</i> .....	89
<i>Future Research</i> .....	89
<i>References</i> .....	90
<i>Appendix A</i> .....	99

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## *Abstract*

In today's contemporary business world, characterized by fierce competition and uncertainty, In order to remain competitive, organization must be all set to change. Further, it is significant to note that the influence of the far environment on the organization is irresistible, as such the changes in the external and internal environment tends to dictate the need for change. Implementing this degree of change is intricate in nature. In order to succeed, meticulous planning and strong execution from key personnel are all essential, wherein strategic leadership for implementation and strategic planning constitutes one of the major aspects of successful organizational change.

The study covers the strategic organization change, strategic planning and strategic leadership. The strategic planning aligns itself with the strategy to achieve the business objectives and targets set on paper whereas the leadership drives the strategic plan through the diverse situations and risks encountered through various phases of implementation. It also further analyzes the role of human resource management (HRM) for effective implementation of strategic organization change. The study thus focuses on learning and analyzing the role of strategic leadership and the impact of strategic planning on the successful implementation of strategic organization change.

The study attempts to find the degree of influence of the role of strategic leadership for implementing strategic organization change. Case study is developed for three leading organizations, conducting interviews for collecting data. The analysis is performed and the results are described revealing the importance and degree of influence of the role of strategic leadership and the impact of strategic planning to achieve successful strategic organization change.

## خلاصة:

يتميز عالم الأعمال في الوقت الراهن بالمنافسة الشديدة والكثير من الأمور الغامضة، وحتى تستمر أية مؤسسة في المنافسة فعليها أن تتغير بالكامل، كما أنه من الجدير بالذكر أن التأثير الكبير للبيئة على المؤسسة لا يمكن مقاومته، فالتغيرات في البيئة الداخلية والخارجية تفرض الحاجة إلى التغيير. كما أن تنفيذ هذه الدرجة من التغيير يعتبر ذا طبيعة معقدة. ومن أجل تحقيق النجاح، فإن التخطيط الشديد الدقة والتنفيذ القوي من طاقم العمل الرئيس يعتبران من الأشياء الضرورية التي تشكل فيها القيادة الإستراتيجية للتنفيذ والتخطيط الإستراتيجي واحدة من أهم نواحي التغيير المؤسسي الناجح.

إن الدراسة تغطي التغيير المؤسسي الإستراتيجي والتخطيط الإستراتيجي والقيادة الإستراتيجية، فالتخطيط الإستراتيجي يحدد لنفسه إستراتيجية لتحقيق أهداف العمل ومستهدفاته المكتوبة على الورق حيث تستمد القيادة الخطة الإستراتيجية من خلال المواقف المتنوعة والمخاطر التي تواجهها أثناء المراحل المتنوعة من التنفيذ. كما أنها تحلل دور إدارة الموارد البشرية فيما يتعلق بالتنفيذ الفعال للتغيير الإستراتيجي للمؤسسة. وتركز الدراسة على تعلم وتحليل دور القيادة الإستراتيجية وتأثير التخطيط الإستراتيجي على التنفيذ الفعال للتغيير الناجح للمؤسسة.

تحاول الدراسة إيجاد درجة تأثير دور القيادة الإستراتيجية فيما يتعلق بتنفيذ التغيير الإستراتيجي للمؤسسة، وقد أعدت دراسة حالة لثلاث مؤسسات رائدة وأجريت مقابلات شخصية لجمع البيانات. كما أُجري تحليل للنتائج الأمر الذي كشف عن أهمية دور القيادة الإستراتيجية ودرجة تأثيرها وتأثير التخطيط الإستراتيجي لتحقيق تغيير إستراتيجي ناجح للمؤسسة.

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## *List of Figures*

<i>Figure 1. The organization as a System</i>
<i>Figure 2. Force Field Diagram</i>
<i>Figure 3. Reasons- Organizational Design change</i>
<i>Figure 4. Strategy Tools</i>
<i>Figure 5. SWOT Analysis</i>
<i>Figure 6. Potters 5 Forces</i>
<i>Figure 7. Leadership Styles</i>
<i>Figure 8. Expectancy Theory</i>
<i>Figure 9. Theory X and Theory Y</i>
<i>Figure 10. The Tannenbaum-Schmidt Leadership Continuum</i>
<i>Figure 11. Path-Goal Theory</i>
<i>Figure 12. Path-Goal Theory</i>
<i>Figure 13. Triangulation Analysis</i>
<i>Figure 14. Conceptual Framework</i>
<i>Figure 15. Case Study Protocol</i>
<i>Figure 16. Case Study Analysis</i>
<i>Figure 17. Case Study Analysis - Triangulation</i>
<i>Figure 18. The strategic management process</i>
<i>Figure 19. Strategic Leadership and Strategic Planning – Link</i>
<i>Figure 20. Data Evaluation – Strategic planning and Strategic Leadership</i>

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## ***Chapter 1- Introduction and Background***

### *Overview and Background*

Global competition, innovations in technology, rising customer expectations and the rapid changes in business, politics, economical and social factors are seen to necessitate organizational change (Handy 1989 and Kanter 1989). The industrial revolution took place in the 1800 and continued to dominate the economy until 1945. While the technological advancement took place between 1985 and 1990 increasing productivity and discovering international markets. As stated by Jones Palmer, Osterweil and whitehead, (1996) the markets and organizations approached the 21st century, the pace of change demanded that organizations must change and develop. In today's age of advancement and innovation, it is extremely common for an organization to undergo continuous change Siegal et al. (1996) and Roach and Bednar (1997) and Romanelli and Tushman (1994). To cope with the global competition and the information age organizations attempted to re-structure themselves, from traditional structures to dynamic models. Here, the people were encouraged to contribute to innovation and creativity. Johnson and Scholes (1999) and Goodman (1995) describe the factors influencing organizational change as political, economical, sociocultural and technological advancements (PEST). Hofer and Schendel (1978) assert thus implementing change is one of the most significant undertakings of an organization. Kotter (1999) defines the essence of leadership as "coping with change". Kotter (1990) states that the more the change the more demand for leadership is. Thus, leadership plays a pivotal role in the implementation of organizational change.

The research study is focused on the essence of the role of strategic leadership. Ireland and Hitt (2005, p. 43) define "strategic leadership as the ability to



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anticipate, envision, maintain flexibility, think strategically, and work with others to initiate changes that will create a viable future for the organization". Boal (2004, p. 1504) further adds that strategic leadership makes sense of and gives meaning to environmental turbulence and ambiguity and provides a vision and road map that allows an organization to evolve and innovate. Pellettiere (2006) asserts the studies have shown that approximately 70 percent of organizations planned initiatives fails to implement change. The change process requires reliable and diagnostic instruments to assess and track the organization's capacity for change. Thomas (1993) highlights that to plan for change, is to develop a strategic direction; achieving change and devising this strategic direction is a part of the strategic management process can be referred to as strategic planning. He further defines Strategic planning as a path an organization uses in order to establish its position in the world of competitive rivalry. Haln and Powers (1999) and Shrader et. al, (1984) define strategic planning as a tool used in guiding the formulation of strategies and is responsible and aimed at improving organizational performance.

The focus of the research is to investigate the role and impact of strategic leadership and strategic planning for implementing strategic "organizational change".

The study attempts to assess the probabilities of where the success of change rests. In doing so the study does not seek to debate the distinctions between strategic planning and strategic leadership, rather it seeks to assess the degree of influence of strategic leadership and strategic planning and investigates which has greater influence on achieving successful strategic" organizational change". To identify the importance of strategic leadership, exploring the link with strategic planning in the context of executing strategic organization change, the research is supported by the literature and the previous research work. It also highlights

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the role of (human resource management) HRM for employee retention and motivation during the change process.

The research methodology adopted is qualitative and quantitative. Case study is done to explore the common problems and interviews are conducted to gather the most common challenges faced during the change process. The conclusions and recommendations provided is based on the analysis of the information collected. The success of organizational change is some way or the other influenced by strategic leadership and strategic planning. This study is thus comparing and attempting to evaluate whether strategic leadership has a greater degree of influence than strategic planning to achieve organizational change or vice-versa.

### ***Purpose of research***

In today's age of advancement and innovation, it is extremely common for an organization to undergo continuous change Siegal et al. (1996) and Roach and Bednar (1997) and Romanelli and Tushman (1994). The enablers of change as stated by Roach and Bednar (1997) are internal and external variables that demand the enterprise to respond to stay in competition. Change is becoming a continuous process most organization absorb the change by fine-tuning the operations and daily action plan. Oliver (1991, 1997) explained that organizational theory has been majorly influenced by the strategic management. The field of strategic management has grown rapidly since its formal initiation in the late 1970s and is now quite broad and diverse see Bowman and Singh and Thomas (2002) and Kay, McKiernan and Faulkner (2003) and Mintzberg, Ahlstrand and Lampel (1998) for thorough historical reviews. There has been some research work done on strategic leadership correlating performance of the organization. For example, Helmich and Brown (1972), Miller and Droge (1986)

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stated, that strategic leaders has a direct influence on organizational performance and the top management characteristics were also found to be related to firm strategies and structures.

Ireland and Hitt (2005, p. 43) defines strategic leadership as a person's ability to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate changes that will create a viable future for the organization. Quinn (1980) defines strategic planning as the integration of the organization key goals, policies and actions into a cohesive whole. Quinn (1980) and Pettigrew (1973) have explored the relationship between strategic planning and implementation reveals that the strategic planning evolves in a neat- linear progression from analysis to implementation. The consistency of their plans and the power of their positions is insufficient for senior managers to ensure that those plans can be successfully implemented Quinn (1993). As demonstrated by March and Olsen (1979) although organizations do act within environmentally constrained boundaries an environmental situation or change may produce different organizational response and the same organizational action may produce different environmental outcomes at different times. The above illustrates the link between strategic planning and strategic leadership. The purpose of the study is to understand the influence of strategic leadership over strategy planning for organizational change.

### ***Problem Statement***

Strategic planning develops the path for achieving objectives, whereas Strategic leadership drives the organization through this path to bring change. Strategic planning depends on the organization vision, mission, and people, process whereas the organization vision, mission, people and process depend on strategic leadership. Although strategic leadership has influence on

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organizational change, it is found that strategic planning also influences organizational change. This study is an attempt to examine the influence of strategic leadership over strategic planning for achieving organizational change.

Implementing strategic change is one of the most significant undertakings of an organization. Hofer and Schendel (1978) also emphasizes the importance of successful implementation of strategic change. Successful implementation can revive a business, but failure can lead to tragic consequences, including firm death.

### ***Aim and Objective***

The aim is to conduct a comparative study of the importance of strategic planning and strategic leadership to achieve organizational change. Supported by findings and discussions, the study also intends to conduct the literature review analyzing the relationship based on the importance of planning and leadership and derives the most appropriate practice to achieve organizational change.

### ***Objectives***

1. Examine the strategic leadership role and determine its significance in the successful implementation of strategic organization change.
2. Evaluate the impact of Strategic planning for the implementation of successful strategic organization change.
3. To assess the degree of influence of strategic leadership and strategic planning and investigate which has greater influence on achieving successful organizational change.

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4. Investigate the role of human resource management in supporting organizational change.

## ***Research Structure***

The dissertation comprises of six chapters illustrating the defined objectives, methodology, data collection and analysis and finally conclusion and recommendation.

### **Chapter 1: Introduction.**

For the past, many years of the industrial revolution followed by the technology revolution forced the organizations in realizing the need for change. The introduction describes the importance of study and sets down the aims and objectives of the study. Further it describes the complete structure of the dissertation and briefs about the detail of each chapter. This study aims to determine the influence of strategic leadership over strategic planning on successful strategic change implementation in an organization.

### **Chapter 2: Literature Review.**

The aim of conducting the literature review is to collect and analyze the research conducted in the past relating to strategic organization change and the role of strategic leadership and strategic planning. The literature review focuses on, learning the theories of organizational change and understand the reasons of Organizations change. It also intends to explore the Impact of change on

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organization and staff. To gain a deeper understanding of why strategic planning is necessary for organizational change, and most importantly the implementation of strategic change requires a strategic leader. This literature review makes clear facts, of why strategic leadership is essential for bringing change. It also covers the different styles of leadership appropriate for organization change.

### **Chapter 3: Methodology.**

This research study aims to follow qualitative methodology for deriving the relationship and comparative significance of strategic planning and strategic leadership in attaining a change in an organization. Conducting the literature review from the past few decades has provided direction to select the most appropriate dependent variables to be considered for comparison and analysis. The variables of strategic planning and strategic leadership are interlinked, based on these variables the degree of influence is assessed. The case study approach is adapted with the interviews to explore more on the degree of influence. For the validity of data and completeness of outcome/ results the data analysis triangulation approach is adapted and further an investigator analysis triangulation method to support the comparative study of strategic planning and strategic leadership. Interviews are conducted following the questionnaire to gather the most common challenges faced. The data collected from the interviews attempts to investigate the importance of the role of strategic leadership and impact of strategic planning during the organizational change.

### **Chapter 4: Analysis and Result.**

The expected outcome of this study is based on the analysis of the data collected through three business domains. The case study protocol is developed and the

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case studies will be analyzed based on data analysis triangulation method and then by investigator analysis method. The influence of several variables of strategic planning and strategic leadership are analyzed and the outcome is produced highlighting the importance and impact in the context of strategic organization change.

## **Chapter 5: Recommendations and Conclusions.**

This section provides the essence of the complete study, and demonstrates the degree of influence of role of strategic leadership and impact of strategic planning for achieving strategic organization change. The conclusions are derived from the facts of the case study and highlight the key roles of strategic management process, strategic planning and strategic leadership. In this section the focus is to demonstrate the degree of influence strategic leadership has over strategic panning supporting it with the case study. The recommendations have been proposed based on the strategic challenges and most common problems faced during the strategic change

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## *Chapter 2 –Literature Review*

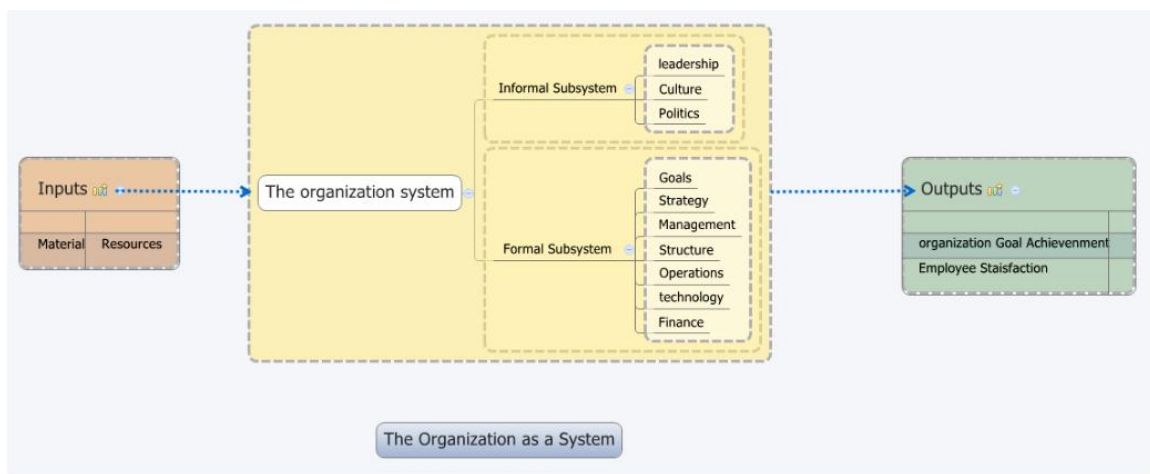
This chapter explores the study of the past research conducted relating to strategic organization change. The history of organizational design and change is studied following the revolutions in the past centuries to identify the fundamentals of change on organization design and structure. It attempts to explore the reasons of organizational change in the past decades. It also looks into how the organizational change translates into the formulation of strategy exploring the strategic thinking within organizations. It further explains the leadership in organization and the basic leadership theories organizations adapt. In this era of technology the organizations are growing big in size and located geographically across the world, hence demands the need of strategic planning and strategic leadership in the context of strategic organization change. It further describes the reasons of change and the role of strategic leadership and strategic panning. It further presents certain relevant theories and ideas related to strategic leadership and strategic planning. The literature review thus attempts analyzing successful strategic organization and identifying the nature of relationship and influence of strategic leadership and strategic panning over implementing strategic change. Indeed it majorly focuses on the role of Strategic leader and the influence of strategic panning over strategic organization change.



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## *Organization Development and Design*

Many authors have attempted to define organization (Mullins, 2005, p.32) defines the organization as Individuals and groups interacting within a formal structure, the formal structure is then developed to build relationships between individual and groups following procedures and process linked using systems to carry out their objectives to achieve a common goal.



***Figure 1. The organization as a System***

The figure 1 above shows the main elements of organization and its functioning. The formal and informal subsystem, "the formal subsystem", includes organization strategy and the informal subsystems include organization culture and politics and the other element of leadership.

The structure of the organization is the most indispensable element of strategy and researchers have conducted the studies to find the link between organization

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structure and strategy and found organization structure is an essential element of strategy and believed to follow a strategy. Thus, implementation of strategic decisions has an influence to determine the structure. Based on the organizational attributes like values, capabilities as stated Harris and Ruefli (2000) Kushner and Poole (1996) Developing the structure of the organization are strongly linked to performance decline and improvements as stated by Galaskiewicz and Bielefeld (1998).

*When did organizations change – Revolutions in Manufacturing, Logistics and Information technology*

The source of wealth has played a vital role in bringing change to the markets and the economies. As stated by Goodman (1995), the early era of 1700 was a period when the source of wealth was majorly driven by agriculture within the local markets. The industrial revolution took place in the 1800 and continued to dominate the economy until 1945. This period is the period of inventions and innovations that contributed significant change in reducing the number of people required to work along with the land required for production and manufacturing. To a large extent it became easy to predict the demand and supply enabling companies to structure their organizations (Burns and Stalker, 1966) described as mechanistic lines producing systems of hierarchical structures with firm control. The demand and supply were prevalent in the local markets after Second World War, and the demand exceeded the supply during this period. The founder

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of ford motors Henry Ford said that “You can get any colour of the car as long as it is black”, the example from ford during this period is highlighting that the demand of a car was so high that the customers had no choice of selecting colour. Without caring about the customers demand having no choice of selecting colours, with the existing technical difficulties, Ford motors continued to manufacture different colours. Taylor (1911) Stated the need of this period focused on increasing the efficiency of production and hence scientific management ruled for production lines and manufacturing industries, during this period of complete command and control nature of management the organization structures were predominantly bureaucratic in nature and found as the best way of structuring organizations for efficient production. The technological advancement took place between 1985 and 1990; increasing the productivity with a positive influence of supply over demand, then the need come up for organizations to discover international markets. Jones Palmer, Osterweil and whitehead (1996) Says that, as the markets and organizations approached the 21st century the pace of change demanded the organizations to change and develop. In an attempt to cope up with the global competition and the information age, organizations attempted to re-structure from traditional structures to dynamic models encouraging people to contribute to innovation and creativity. Peter Drucker (1988 p.48) predicted 20 years beyond that the organizations would be almost wholly information based and that information technology is transforming business enterprises. Johnson and Scholes (1999) and Goodman

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(1995) refer to PEST as political, economical, socio-cultural and technological factors influence the strategy, structure, means of operating of an organization.

### *Why organizations change*

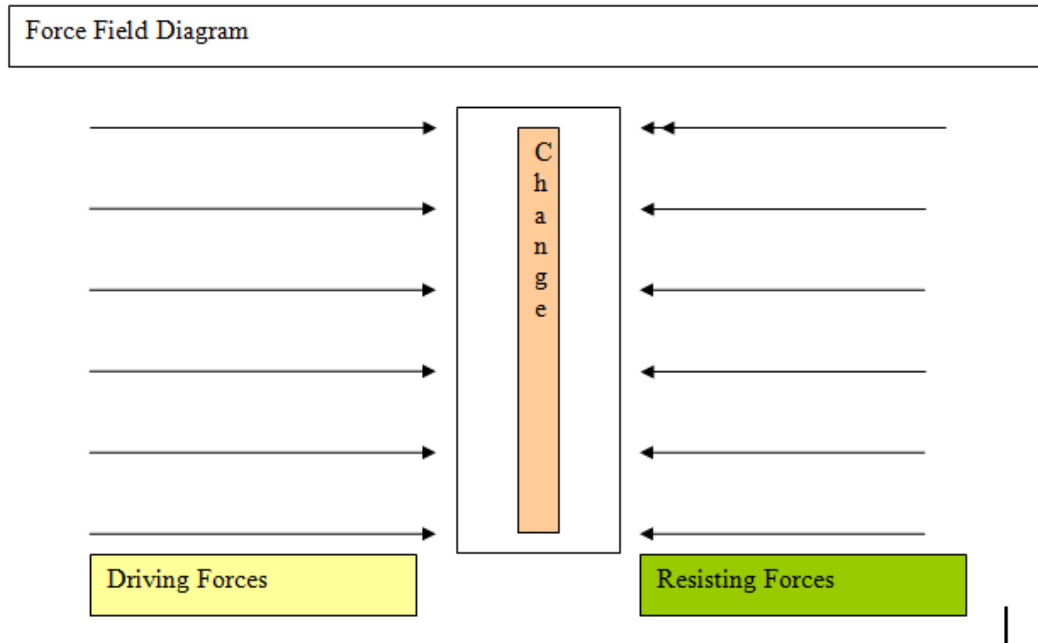
Worldwide competition, advancement in technology increasing customer needs and other external factors are demanding organizational change (Handy 1989 and Kanter 1989). From the perspective of organizational development, change is a set of behavioural science based theories, values, strategies and techniques aimed at the planned change of the organizational work-setting for the purpose of enhancing employee development and improving organizational performance through the alterations of organization members of the job behaviour. Moreover the organization tends to change for its organizational efficiency or the other which emphasizes is the social and culture change. Kurt Lewin has supported the above contention through his “force field analysis model”, to understand organizational change, which implies the driving forces and the restraining forces of the organizational change. Paton and McCalman (2000) suggests that the force field analysis can be used for the change situation analysis and the results can give a clear outlook of whether an organization is open or closed for the change.

### **Force field analysis model**

Force Field Analysis is a useful technique for looking at all the forces for and against a decision or change. It is a specialized method of analysing the balance

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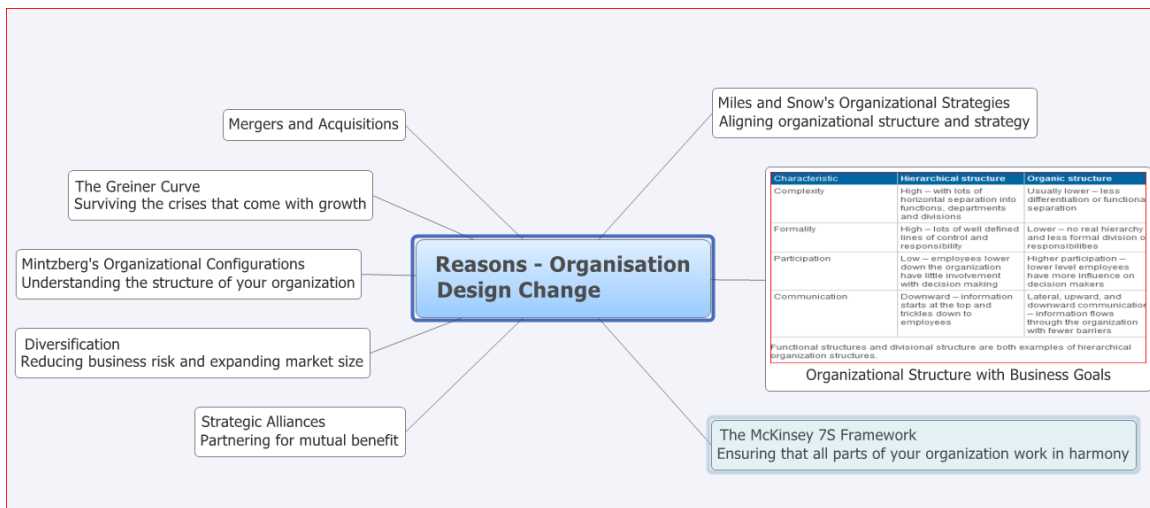
between the pros and cons. The analysis can provide the clear understanding of strengthening the forces supporting a decision, and where it is important to reduce the impact of opposition to it.



*Figure 2. Force Field Diagram*

He further states certain basic elements of organizational change, Strategy i.e. determining the need to change, development of vision, consensus building, and Identify barriers to implementation, creating an overall change strategy. In respect to the above mention factors of change, technological advancement is escalating the basis of competition between the organizations Kitson and Michic (1998) and Porter (1990). This view is also supported by Tushman and Romanelli (1986) and Tushman and Anderson (1986) and Henderson and Clark (1990). According to them the most vibrant vein of organizational change

research looks at the process of technological change. Its due to the enhancement and advancement in technological factors. For instance information technology, Internet, new production processes, Computerized processes and altered transport technology. Hannan and Tushman (1984), has listed four core features for core structural change in an organization which includes technology along with its authority structure and marketing strategy. Therefore modern views place technological change or technological advancement at the initial level of any organizational change. Change in organization is really the norm today



**Figure 3 - Reasons- Organizational Design change**

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## *Strategic Planning in Organization*

Covey (1992) States, that although organizations have a vision, but without strategies for change, vision remains a dream. Strategies are ways to practice the vision and mission. Strategic plans are road maps in which vision gives direction. Eden (1993) emphasizes that an effective strategy development taps the wisdom of people in the organization. Ansoff (1965) views strategy as an operator designed to transform the organization from present position to the position derived by objectives considering the constraints. Glueck (1980) defines strategy as a unified, comprehensive and integrated plan designed to ensure, the basic objectives of the enterprise is accomplished. According, to Hofer and Schendel (1978:4) Strategy acts as a mediating force binding organization and environment between internal and external context. The dynamic environment is changing rapidly, and there is a need to plan the internal and external factors of the organization environment. Furthermore, Pelletiere (2006) asserts the studies have shown that approximately 70 percent organizations planned initiatives fail to implement change. It requires reliable and diagnostic instruments to assess and track the organization's capacity for change. The role of strategic planning is also extremely crucial in any organizational development change. For in the constantly changing national and global environment, strategic planning facilitates the organization to grow progress and adapt successfully by focusing its attention and resources towards the attainment of organizational goal as

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stated by Zommorodian Asghar (2011). He further elaborates on strategic planning and mentions that strategic planning process and the plan provides a focused and detailed framework for the leaders, so that the leaders can appropriately act and monitor the progress and take appropriate actions for adjusting the strategies and processes.

### *The importance of strategic planning*

The organization change needs planning based on several elements of internal and external environmental factors of organization. To plan for change is to develop a strategic direction to achieve change and to devise this strategic direction is a part of strategic management process and Thomas (1993) defines Strategic planning as a path an organization uses in order to establish its position in the world of competitive rivalry. It develops uniqueness and a firm can be a winner or a survivor and strengthens the organization competitiveness against rivals. Strategic planning, can therefore be understood, like matching the activities of an organization to its environment and to its resource capabilities. Johnson and Scholes (1989). There has been several studies conducted on strategic planning, but there is no general, universal definition of strategic planning (Quinn 1980). In fact, the term strategy is always used in a contradictory manner with planning Ghobadian (1993). To date the definition of strategic planning encompasses the terms such as strategic thrust, corporate focus, or strategy intent (Mintzberg, 1993 and Mc Donald 1996 and Charar Baghi and



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Willis 1998). According to Bryson (2004), Strategic planning is significant as it provides a way to help organization cope with their change circumstances. Furthermore Zajac and Shorlett (1989) believes that organization strategy influences the strength of organizational apathy and resistance to change. Moreover, Mintzberg (1990) views strategy as an obstacle in the way of change. He further explains that explicit strategies acts like blinders and block firm's peripheral vision. Therefore, theories of organizational strategy have become increasingly sophisticated.

Furthermore, Brown et. al. (1996) and Chakraborty and David (1979) and Ringback (1971) and Rothschild (1980) and Taylor and Irwin (1971) highlights that strategic management is increasingly becoming a way for organizations to adapt changes in their business environment, strategic planning is advantageous and hence it is frequently adopted for the organization change. This research by Steiner (1979) also reveals that "the leader (CEO) also seems to be the catalyst in such organizational adaptations to environmental changes and the adoption of planning".

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## *Strategy tools for developing business strategy of an organization*

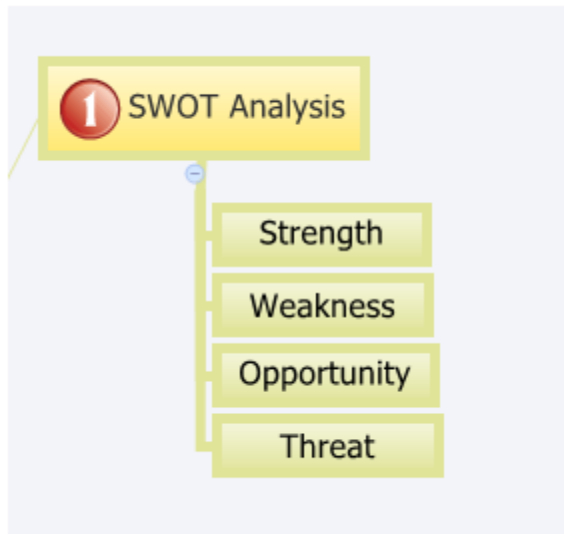
Clark (1997: 417) defines strategy tools as, “numerous techniques, tools, methods, models, frameworks, approaches and methodologies which are available to support decision making within strategic management”, refer figure 4

(Source:[http://www.mindtools.com/community/pages/main/newMN\\_STR.php#core](http://www.mindtools.com/community/pages/main/newMN_STR.php#core).)



**Figure 4. Strategy Tools**

Clark (1997) and Stenfors et al. (2004) found that employees using strategy tools prefer simple and easy tools that are transparent and uncomplicated to understand, rather than tools with sophisticated mathematical functions. SWOT analysis is the simplest tool for strategy and most adapted to brainstorm the conversations on strategy.

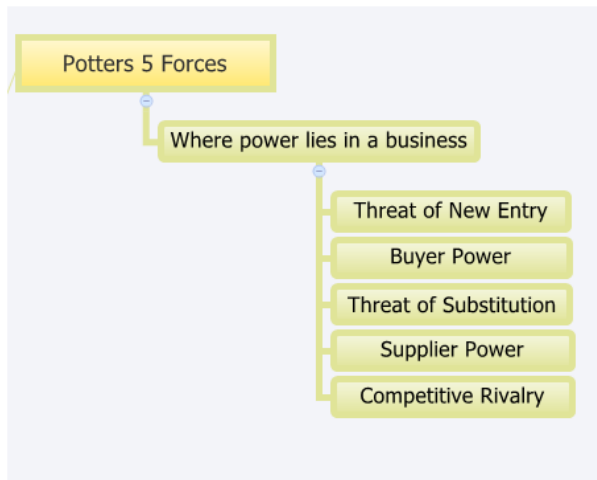


*Figure 5. SWOT Analysis*

*(Source: <http://www.mindtools.com>)*

SWOT analysis is considered more flexible, because they can be quickly understood by managers and adapted to a strategy task Frost (2003); Hill and Westbrook (1997).

Strategists continue to draw upon established tools, such as Porter's five forces, because these are well known as pointed by Argyres and McGahan (2000).



***Figure 6. Potters 5 Forces***

### *Strategic Leadership in Organization-Leadership in organization*

Kotter (1997, 1999) defines the essence of leadership as “coping with change” and management as “coping with complexity”. He further describes that setting a direction aligning people in the desired direction motivating and inspiring; are the key leadership activities. Hence management can be described as more inclined to administration and leadership towards more interpersonal. Moreover, Kotter (1999) and Lauric (2000) and Heifetz (1994) emphasizes the most fundamental actions and responsibilities leaders require to meet is to face the challenges and discover opportunities with a broad perspective in day to day crisis organization faces to improve their effectiveness in setting the context, communicating, framing the problems and mobilising the staff to work on problems. Higgs and Rowland (2005) highlights the importance of leadership at various levels to

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implement a planned organizational change implementation involves different activities in which leadership competencies might play different roles. It is essential to articulate how organizational change and leadership styles affect an organization's ability to absorb change. Only then the appropriate strategies can be designed to adapt the organizational culture. Bedeian and Hunt (2005) examines leadership as central to change and apparently produces constructive or adaptive change. He further mentions that leadership involves developing the vision, communicating the vision, and the capability to set rationale direction Bedeian and Hunt (2005). Involving people with inspiration and motivation is the ability of the leader to get people moving in the leader's desired direction Bedeian and Hunt (2005).

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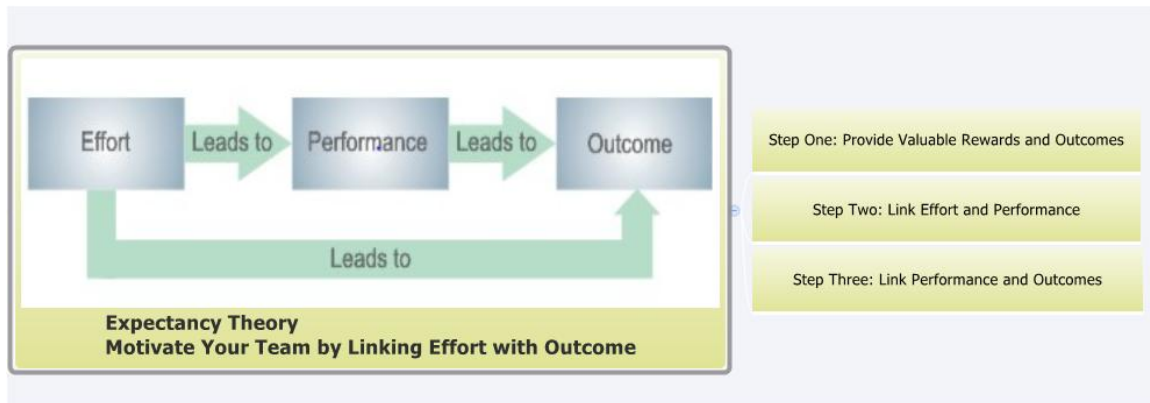
## Leadership theories and Leadership styles



**Figure 7. Leadership Styles** (Source:<http://www.mindtools.com/community>)

## Expectancy Theory

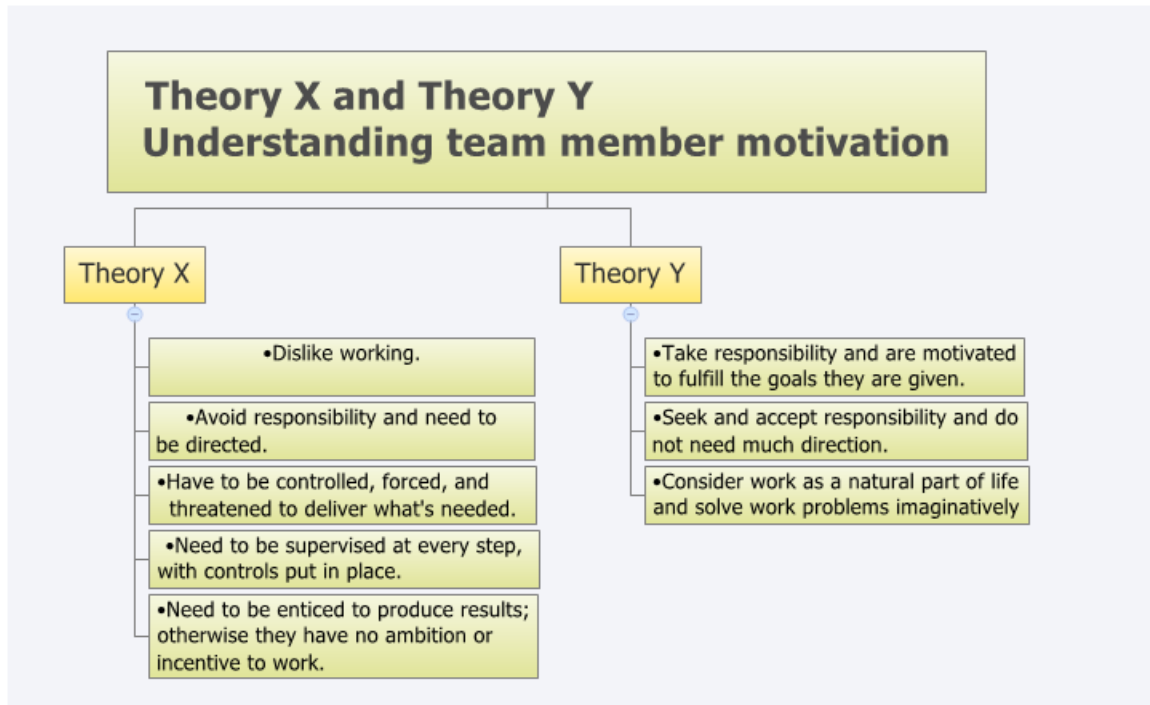
Expectancy theory can be used to predict and explain the behaviour of leaders.



**Figure 8. Expectancy Theory** (Source:<http://www.mindtools.com/community>)

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Research has indicated that using expectancy theory the prediction of effort, satisfaction, and performance can be evaluated Mitchell & Biglan (1971); Heneman & Schwab (1972). The expectancy theory can derive valuable information for assessing the Impact of leadership upon the expectations and outcomes of subordinates Evans (1970); House (1971). Although the above theory can explain the behaviour of leaders and impact of leadership, but it is moreover dependent on feedback and behaviour of the subordinates which may differ in different situations and hence expectancy theory may have some limitation on situation based leadership model explained by Hersey and Blanchard. Expectancy theory was introduced in 1964 by Victor Vroom, in his book "Work and Motivation". Implementing expectancy theory demands the link between "high effort and high performance" and "high performance and a positive outcome". Also Theory X and theory Y can also be considered for maintaining motivation in employees. In 1960, McGregor formulated some of these implicit theories based on the assumptions of beliefs that managers held about the attitude of employees towards work called Theory X and Theory Y McGregor (1960) in Pugh (1990). McGregor set down two sets of beliefs that he observed managers to hold. Both Theories X and Y are a set of assumptions or beliefs about workers or employees. The below diagram shows, the set of belief's to understand team motivation.



*Figure 9. Theory X and Theory Y*

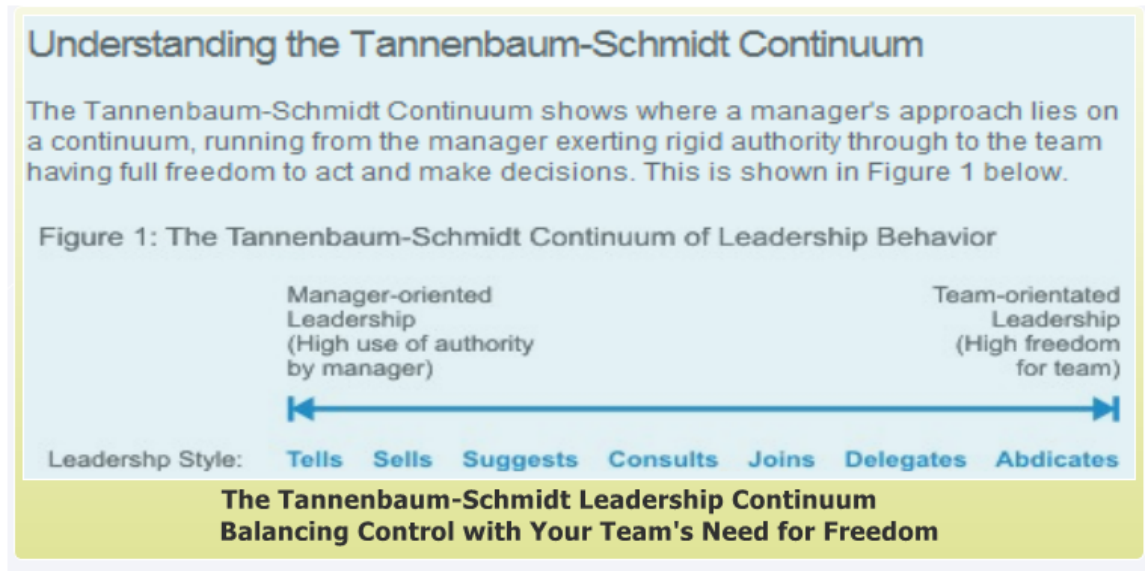
### **Theory X and Theory Y – Understanding team member motivation**

Motivation plays an important role in accomplishing the goals of an organization but, at the same time it is a challenge for the organizations to conclude on a particular leadership pattern. The Tannenbaum – Schmidt leadership continuum provides the complete leadership spectrum to understand and choose different styles from the continuum's seven leadership styles during different stages of team level of development. This enables a leader to understand and control the team and balance the decision making process at various stages of leadership continuum.



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## The Tannenbaum – Schmidt Leadership Continuum



*Figure 10. The Tannenbaum-Schmidt Leadership Continuum*

### **Path-Goal Theory- Leadership Styles - Discovering the Best Leadership Style**

Path-Goal theory is developed by a psychologist Robert House in 1971, the model is updated in 1996. Although the expectancy theory and path goal theory are both focussing on balancing the motivation levels of the employees there is a small difference. The expectancy theory deals with the team members, while Path-Goal Theory focuses on leaders.

The perception of effective leader is to assist subordinates through paths which ultimately lead to organizationally-desired and provides individually-valued outcomes. The need for such leadership is dependent on the characteristics of

the environment or situation and as well depends on characteristics of the subordinates (House & Mitchell, 1974). Bass (1990) notes, the leader “needs to complement only what is missing in a situation to enhance the subordinate’s motivation, satisfaction, and performance” (p. 627). The motivation of achievement in path goal theory is very much inclined towards the coaching style of leadership. The disadvantage in adopting path goal is that the employees will be dependent on the leader and the operational performance may be impacted due to weak emotions in employees if due to some reason the leader is changed or the employees are moved to different departments.

Subordinates	Environment	Leadership Style to Adopt
<ul style="list-style-type: none"> <li>• Want Authoritative Leadership</li> <li>• External Locus of Control</li> <li>• Low Ability</li> </ul>	<ul style="list-style-type: none"> <li>• Complex or Ambiguous Task</li> <li>• Strong Formal Authority</li> <li>• Good Work Group</li> </ul>	Directive
<ul style="list-style-type: none"> <li>• Don't Want Authoritative Leadership</li> <li>• Internal Locus of Control</li> <li>• High Ability</li> </ul>	<ul style="list-style-type: none"> <li>• Simple or Structured Task</li> <li>• Weak Formal Authority</li> <li>• Not Good Work Group</li> </ul>	Supportive
<ul style="list-style-type: none"> <li>• Want to be Involved</li> <li>• Internal Locus on Control</li> <li>• High Ability</li> </ul>	<ul style="list-style-type: none"> <li>• Complex or Ambiguous Task</li> <li>• Strong or Weak Formal Authority</li> <li>• Good or Not Good Work Group</li> </ul>	Participative
<ul style="list-style-type: none"> <li>• Want Authoritative Leadership</li> <li>• External Locus of Control</li> <li>• High Ability</li> </ul>	<ul style="list-style-type: none"> <li>• Simple or Structured Task</li> <li>• Strong Formal Authority</li> <li>• Good or Not Good Work Group</li> </ul>	Achievement-Oriented

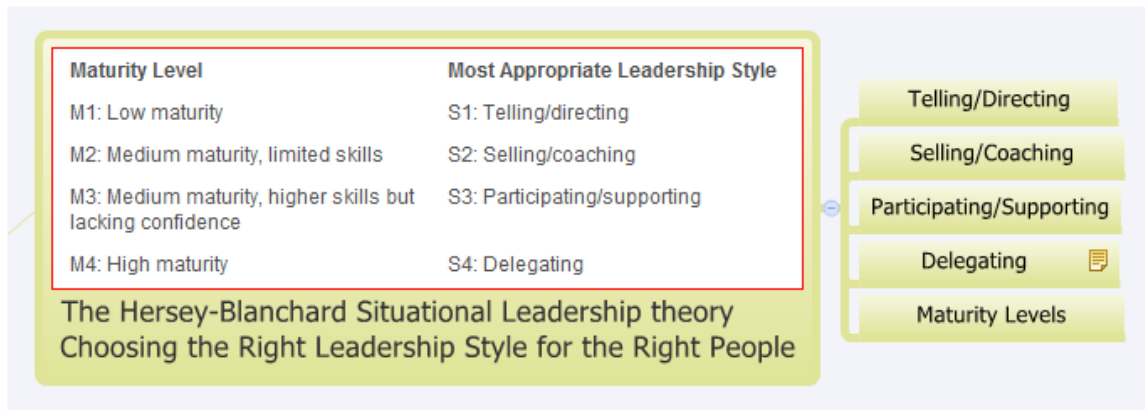
**Path-Goal Theory- Leadership Styles Situational Factors**  
**Discovering the Best Leadership Style**

*Figure 11. Path-Goal Theory*

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*Hersey and Blanchard theory of adopting leadership styles to situations.*

Situational Leadership Theory Hersey & Blanchard (1977) first appeared in “*Training and Development Journal*”, as the Life Cycle of Leadership by Hersey & Blanchard (1969).



*Figure 12. Path-Goal Theory*

Situational Leadership can be applied to identify different leadership styles to be adopted based on a situation. The situational leadership is based on the maturity of the people to be led. Successful leaders change their leadership styles based on the maturity of the people they're leading. Using this theory, leaders decide the level of emphasis on the task and depending on the most needed to get the job done successfully. Motivation plays a major role in getting the tasks accomplished with sense of achievement.

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### *What is Strategic Leadership?*

Kotter (1990) states the more the change the more demand for leadership is. The importance of leadership to the change management process highlighted by the fact that change by means requires creating a new system and then institutionalizing the new approaches Kotter (1995). It implies the significance of a leader and its vital role in implementing the change management process.

Kouzes and Posner (1998) also believes leaders does not create discontentment with the existing situation but provides an attractive and motivating future. This provides a feasible way to cope with the change in the organization. As we move closer to the new millennium, models of outstanding leadership such as transformational, charismatic, strategic and visionary leadership which focuses on organizational transformation, are likely to become even more crucial to organizations because of the volatile changes foreseen in the business environment. A descriptive research by Tichy and Devanna (1990), Justifies the above idea that the transformational leaders course of action includes a sequence of phases, recognizing the significance and need for change, accordingly forming a new vision and then institutionalizing and internalizing the change. Garg and Singh (2005) believes institutionalizing, and internalizing are significant while attempting to bring change.

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Furthermore, Page and Pearson (2004) and Irani (2004) illustrates an effective leadership at the top is essential for a successful change management. Thus in the contemporary research focus is on the exploration of behavior that constitutes effective leadership. Thus, various authors and researchers have come up with different and effective leadership styles and approaches. For, organizational decision makers are more likely to select, people with relevant skills, abilities, and characteristics, which resemble the change procedure of the organization, as claimed by Fieldler (1996).

The notion, a different level, require different leadership approaches has also been taken up by Quinn (1988). Moreover, according to Mumford, et. al. (2002) leaders have an effective and substantial control and influence over organizational climate and culture which constitutes collective social construction. Furthermore, House and Howell (1992) and Mumford and Haythor (1986) and Winter (1997) elaborates that leaders should not limit themselves in only exercising influence but should also be well-versed in exercising their influence to bring the attainment of social goals.

Leadership is also significant in the study of groups as stated by Stogbill (1974) as they play a vital role in development and maintenance of role structure and goal direction, as well as having influence over the existence and efficiency of the group. Beyond influence and control, leadership style has evolved and extended

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more through motivation as it enables others to help achieve organizational goals as implied by House et, al. (2004) and Rosette and Tost (2010) and Caldwell and Dixon (2010). In addition, maintaining, leading and developing the relation ties of the supervisory and the subordinates is also the responsibility of a leader as founded by Basu and Green (1997). The team leader is the one who formulates the norms, synchronizes and collaborates to benefits its team members and fetch out the best talents of each member as stated by Goleman et. al. (2005) as weak leadership has a direct impact on the self-esteem of the employee and the es spirit de corp's of the team.

According to Zommorrodian Asghar (2011) the significance of strategic leadership has become a key topic in management and business literature over the last few years. Zommorrodian in his discussion of organizational effectiveness, stresses on the significance of leadership, and argues that there is no topic that has been more crucial to business and organization success than leadership. In addition to his discussion, he states that increasingly in the present competitive world, leaders be in the public or private organization requires to be strategic in their planning for the attainment of its organizational goals.

Since the function of the leader is to produce change, devising the methods enabling change or setting the direction for change is fundamental to leadership as asserted Kotter (1990). In another literature, Zommorrodian illustrates that, "At

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the core of effective leadership", there are two principal forces, the first is power and the second are the role of leadership in facilitating and restraining the change process, is the salient feature of any organized system, be it at the organizational level or the society level.

Taking in to consideration the growing importance of the role of leaders, various leadership styles and approaches has evolved and emerged to cope with different situations like the contingency models which focuses the relationship between leadership and various situations that could emerge during the change process within the organization. Researchers like Fieldler, House, Hersey and Blanchard developed various approaches, wherein they revealed the idea of matching the situation with an appropriate leadership style. Hersey and Blanchard (1970) model illustrates different types of leadership styles and the behaviors of followers with situations. According to Hersey and Blanchard, "Leadership is a dynamic influenced process composing of leaders, followers and specific situation". It places considerable emphasis, on the need to take into account the development level in deciding upon the most appropriate leadership style for a situation. Further Harsey and Blanchard stressed more primarily on different leadership styles adopted to achieve project goals and stated the planning at the secondary level to achieve the goal. The analysis limits itself to leaders followers and their behavior. Other aspects of organizational change like planning and techniques are secondary. Though there are attempts to link

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leadership with planning but leadership rules and shown to have more influence on achieving project goals over planning.

### *Linking strategic planning and Strategic leadership*

The above research on strategic management hints on the link and correlates the involvement of strategic leadership indirectly with strategic planning and shows that directly or indirectly it impacts the organizational change.

In this modern age, the business units and the academic era strategic planning systems has more influence and are responsible for the failure of business units as they state strategic planning systems can act as obstacles for multi-business firms driving business on innovation and global competition Mintzberg and Waters (1985) and Peters and Waterman (1982). On the contrary, Hamel and Prahalad (1989), views that the framework of a business unit formed by its strategic intent. Strategic intent described as a brief description of a path in which top management aspire an organizational entity should move in order to survive prosper and flourish. This could further lead to a difference of opinion among the top management, divisional managers and the business unit managers for what should be an appropriate strategic intent to lead their organizational unit. Here, comes the role of the leader to act like a coordinator and ideally negotiates and approves the idyllic strategic intent. In addition to the above discussion, Beer et. al. (1990) and Bourgeois et. al. and Dean and Sharfman (1996) specifically indicates, for the success of any strategic plan it should be effectively



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implemented. Furthermore, Deloitte and Touché (1992) suggested that out of ten, eight companies are unsuccessful in implementing their strategies effectively. The above contention supported by Nobel (1999), and it states that strategy implementation is becoming a continuous and constant worry in several companies and perceived as complex enigma. To cope with such situation Beer and Eisenstat (2000) contended for an effective implementation the organization should unlock all the barriers or constraints and their underline causes. Even though the popularity of strategic planning is remarkable increasing the link between its usage and organization performance has yet to show remarkable signs of significance Mintzberg (1994).

Various steps been implicated in the planning process one of the most significant step is effective implementation. Picken and Dess (1996. p. 99) stated that “the most effective of business strategies if defectively / or poorly implemented bound / destined to fail, developing the plan itself is not important but the action that the plan elicit.”

In fact, Mintzberg (1993) acknowledged that focusing too much on plan could obstruct action instead of encouraging action. Basically strategic planning is a tool used in guiding the formulation of strategies aimed to improve the organizational performance. Haln and Powers (1999) and Shrader et. al (1984) have supported the above statement that strategic planning is responsible to enhance the organizational performance. Haln and Powers (1999) studies examine the link between formal strategic planning and organization

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performance has drawn mixed results. When considering the relationship between strategic planning and organizational performance, it seems intuitive to acknowledge, that a multitude of contextual factors could conceivably impact the effectiveness of strategic planning. According to Porter (1997), strategy drives oneself, away from the competition. Further illustrates, this predicted on having on a unique vision for the organization that sets it apart from other organization in the same competitive market. More studies have shown that the relationship between sophisticated, strategic plans and organization performance is almost negligible. Haln and Powers (1999) adding to the above discussion Skywotzky, et. al. (1999) terms strategic planning as a concept of some formal lengthy", elaborate and expensive process reserved only for the elite members of the organization. Wright, et. al.(1996) and Proctor (1997) suggests that the strategic planning is not flexible by nature; hence as the environment is significantly changing continuously, it is equally beneficial for the strategic plan to change to maintain a striking balance with the external environment. As strategic planning in the most efficient and effective way makes an attempt to alter organizations strength, relative to that of its rivals, it focuses on the direction and action necessary to improve an organization's performance; it is a process for anticipation and responsiveness to the changing dynamic environment in which they operate Hewlett (1999). So its effective and appropriate implementation is highly significant.

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In this contemporary world, at the highest level of large, complex organizations strategic leadership has become the most prevalent style to cope up with such constraints of implementations, for the strategic leader has remote influence over the member of the organization. It owes the responsibility of restructuring the organization, formation of the policy, interaction with the external environment and set a strategic vision for the organization (Herbert A. Simon). He further states “strategic leadership is a practice used to effect the attainment of a clearly desirable understood vision by influencing organizational culture, allocation of resources, generating activities, building consensus within an unpredictable, unstable, uncertain, complex and ambiguous global environment, marked by possibilities and opportunities”. Supported by the core elements of strategic leadership. One of the core elements considered is the environment, this element of strategic leadership marked by ambiguity and complexity and strategic leaders constantly deal with uncertain complex environments. In relation with the task performance, a strategic leader performs a variety of tasks for the fulfillment of the organization's goal. It has a long- range vision and an appropriate strategic plan for accomplishment of its vision. In implementing so, the leader ensures energy and effort and provides means to interpret events and organize activities within a complex, ambiguous environment; moreover, a strategic leader works towards gaining commitment to the vision, both internally and externally. In related task, the strategic leader also sets an interface with the external environment. The leader represents the organization, attempts to influence

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external forces, detects and identifies significant external events and interprets the meaning of external events, particularly their impact on the organization. Herbert Barber, (2007) further states that strategic leader makes effort and manages the inevitable change of the volatile environment, which requires establishing priorities, shaping the organization's culture and values and acquiring the necessary resources. Underlining all these are the most prominent element task, communication.

Though some evidence suggests many firms have benefited from formal strategic planning, Armstrong (1982) expresses doubts about the effectiveness of the strategies, flowing from the strategic planning process Kiechel (1981, 1982). Part of the dissatisfaction may stem from the weaknesses in some of the popular planning tools and processes.

### *Role of HR in Organization Change*

Human resource management plays a pivotal role in organization design, structuring and employee performance. Betz (1993) and Becker (1964) suggested for those supporting strategic technology management believe that the value of the organization enhances through technology development, whereas those in human resource management and economics believe it enhanced through human capital investment it may or may not necessarily include training and development. According to Lee (2001) and McLean and Lynham and Azevedo and Lawrence and Nafukho (2008); Brooks & Nafukho

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(2006) Human resource development HRD) is a complex discipline and does not have a commonly agreed definition. However, Swanson (1995) defined HRD as “a process of developing and unleashing human expertise through training and development and organization development for the purpose of improving performance”. Strategic planning takes into account the Technology, equipment, and systems are to align strategically within organizations Betz (1993) and Brache (2002) and Martelli (1998). Burkhardt and Brass (1990) affirms that the organizational leaders evaluate the impact of the change in the organization. Brass and Burkhardt (1990,1993) highlights that there is an impact of change in Technology and location on employees as they have location value within organizations. The employee perception of power within organizations is often correlated to their strategic placement or location within the organization Brass & Burkhardt (1993) and Pfeffer (1994).

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## *Chapter 3 - Methodology*

### ***Introduction***

In the previous chapter, the literature is reviewed for the research problem and data gathering is conducted from the previous research. In this chapter the methods of conducting the research are described. The research is focusing on the qualitative method adopting case study as the method for supporting the hypothesis. Interviews are conducted at various levels of the organization to collect data; this data is evaluated and analyzed based on the feedback from the respondents through various dimensions to the research problem.

### ***Brief of Methodology***

The organizational research scholars Roberts (1997) and Woodrum (1984) found several articles referenced in management journals between 1980 and 2005 that used “content analysis” in areas of business strategy, organizational theory, human resources, organizational behaviour and technology and innovation management. The research methodology used for organizational sciences as reviewed by Podsakoff and Dalton (1987) can be majorly be categorized in the basic constructs starting from primary location of data collection, level of analysis, sample size, type of sample, occupation of subjects, primary means of data collection, type of dependent variable, number of dependent variables, type of analysis, time frame of study, nature of results verification, and nature of construct validation procedure. As stated by Duriau, Reger and Pfarrer (2007)

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content analysis can be primarily defined as a qualitative methodology which also includes a quantitative component providing advantage over literary interpretation as the only means of qualitative methods. McCall and Bobko (1990) interpret qualitative as “discovery” and quantitative as “justification” within a research project. Further elaborates that discovery can be achieved by qualitative data to sharpen our theoretical ideas and quantitative analysis can be achieved by providing justification of “the empirical evaluation and confirmation of theory”, McCall & Bobko (1990, p. 382).

This research study aims to follow the qualitative methodology conducting the literary review of past decades for deriving the relation and comparative significance and influence of strategic planning and strategic leadership in attaining a change in organization. The research is focusing on the case study of an organization undergoing change.

Most of the studies on organizational development adopted inductive and deductive approach as demonstrated by Gioia and Chittipeddi (1991), Abrahamson and Park (1994). Formal hypotheses or research questions as stated by Smith et al. (1991), Bergh and Holbein (1997) can be explained as possible expressions of deductive approach. Some of the research scholars Doucet and Jehn (1997) have used both approaches in developing their research. The explanation and interpretation of the research presenting the hypothesis understanding depends on the type of interpretation i.e. qualitative or quantitative or both. The literature review is adopted as a technique to explore

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the previous studies and findings done in the similar subject and context. In this research study the qualitative method (“discovery”) is used by conducting the literature review from past few decades providing a framework to select the most appropriate dependent and independent variables of Strategic leadership and Strategic planning. The interviews are conducted asking questions to the respondents at various level of the organization for interpretation of hypothesis test, analysis and comparison to produce evidence of influence of strategic leadership over strategic planning for organizational change.

### ***Research Approach***

Research approach adopted in for this study is qualitative. Weber and Weber (2001) exploring on the subject of change management have studied more on collecting data before change and after change. This data is based on the attitudes of the people undergoing change. Qualitative research is based on opinion, perception, feelings and attitudes and seeks to gather factual data to study relationships. The importance of adopting the approach is due to the fact that it affects the ways in which data is collected and subsequently analyzed.

The research approach in this study is based on assessing the impact of strategic planning and its execution spanning over the change process, the execution is dependent on another variable of leadership capabilities and engagement of management. Follow-up questions will be asked to evaluate employee perceptions at various levels of the organization.

### ***Research strategy***



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The research strategy outlines a plan of how it is intended to carry out and attempts to answers all the research questions Saunders et. al,(2000). In this study the strategy to collect the data is by conducting face to face interviews with the CEO and employees at various levels of organizations e.g. operations manager, line manager , human resource manager, employee asking them questions based on the research problem.

Naoum (1998) states that case studies can be descriptive in nature or analytical or explanatory. Yin (1984) suggests that each type of research strategy could be used for all three purposes: Exploratory, descriptive and explanatory. This case study adopted for this research is analytical and descriptive in nature and will attempt to assess the degree of influence of the role of leadership and impact of strategic planning on the organization change process for implementing corporate strategy. Hakim (1987) categorized analytical or descriptive case studies as typical, or selective. The selective case study may lead to questions about 'how' and 'why' issues or behavior conspired to produce the resulting outcome. The research questionnaire is prepared for the respondents to answer the questions 'how' and 'why' linked to the research problem.

### ***Data collection method***

The case study intends to collect data conducting face-to-face interview asking 'how' and 'why' questions to at least five respondents at various designations to collect the opinion, perception, feelings and attitude on the subject linked to research problem. The questions are framed to identify the importance of the role of strategic leadership (CEO) and impact of strategic planning in implementing the change. The theoretical proposition derived from the literature review has

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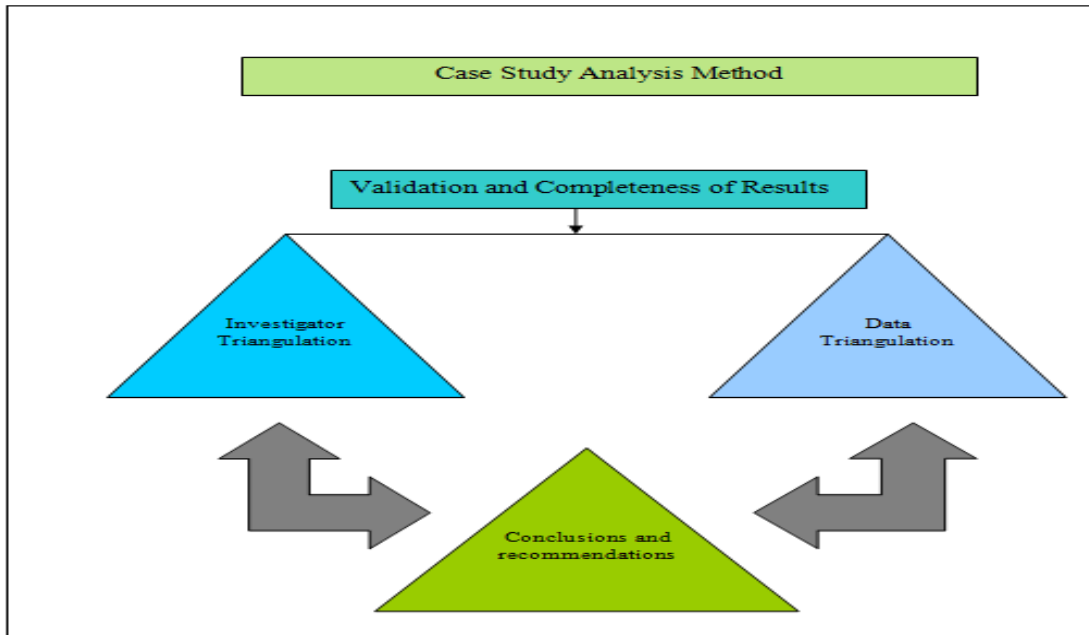
provided the variables to be analyzed with various dimensions to evaluate strategic planning and strategic leadership at various levels of organization for achieving organizational change.

### ***Study Sample***

The case study of three organization's are illustrated, the organization is undergoing change in the corporate strategy and the implementation of this strategy has induced change throughout the organizations impacting operational performance and employee retention. The interviews are conducted to collect detailed, narrative and artefact data from the employees. The sample consisted of three employees selected based on the role involving leadership and planning example CEO/ Directors/ Strategy Planning Analyst/ IT Head, operations manager, line manager, Human resource manager and managed staff are selected for interviews. The participants were assured of the anonymity of their answers and that the collected data will be used only for research purpose.

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## *Scale Measures*



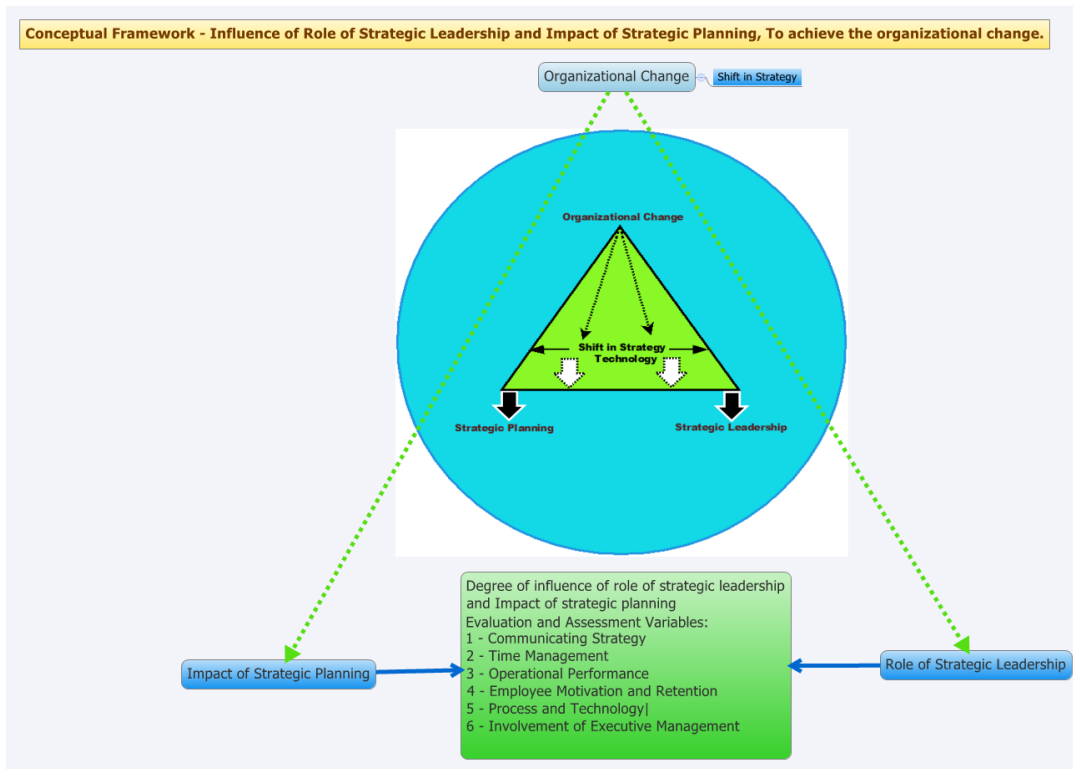
*Figure 13. Triangulation Analysis*

The research method adopted is to conduct the case study and is qualitative based on opinion, perception, feelings and attitudes and seeks to gather factual data to study relationships. A structured questionnaire is designed with five major questions followed by probing questions to collect detailed information.

### 1. Structured design of questionnaire

The questionnaire is designed based on the independent variable Organization Change (Corporate vision change) – Organization change based on corporate vision translation and execution. The closed ended statement used in the organizational change reflects both areas of strategic planning and strategic leadership. The dependent variables of strategic planning and strategic leadership are measured based on the opinions and perceptions of the

employees obtained through interviews. This data collected is evaluated for validation and completeness through triangulation method analysis. The data analysis triangulation and Investigator analysis triangulation is applied to confirm the reliability of the outcome results.



*Figure 14. Conceptual Framework*

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## **Case study - 1**

### **Strategic Change: Improving customer services by implementing new Core banking System**

#### **Background**

This case is about a leading financial institution in the UAE serving more than 2 million customers with the financial services with a diverse range of financial products. The financial institution remains true to its roots as a customer-centred organisation where close personal service and understanding, forms the basis of all its relationships. There are more than 60 branches and service centres across UAE serving as a front desk. The need for the change arises from the demand of changing needs of customers to improve the process effectiveness and reduce the response times of serving each customer. The services and processes are dependent on the existing technology and the existing technology is deployed a decade ago and has its own limitation to further improve the products and services. The strategic change is taking place in upgrading the core banking systems. This change has an impact at all levels of organization and is aimed to achieve new set of services with improvement in process. The objective of change is to enhance the quality of the services and respond to the needs of customer requirements with increased competition. The organization has come up with a strategy to implement the most appropriate technology well-matched

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with the road-map of the organization growth to improve customer experience, increase employee effectiveness and to get equipped with the latest technologies to cope with the future challenges.

### **Problem/ issue/ Complication**

The financial institution decided to upgrade the technology of the core banking systems and the duration for this implementation was decided to be eight months. Special teams were formed at various levels of organization led by the project manager. The executive team i.e. the steering committee is responsible for the business and strategic planning. The IT head is assigned as the project manager. The business units expected the project to be completed in eight months but the project got delayed by another eight months and it took one year and four months to complete the project. The delay in the project had a severe impact on the business and brand image for the reason that the new services commitment was already communicated to the customers. The project implementation planning had a major role in tackling the problems during the implementation phase. The core banking system is an integrated system and hence it is required to plan the vendor management and delivery. Since the upgrade of the core banking system had an impact on all the other systems integrated across all branches, it was required to pilot test the project, but at the same time it was not possible to pilot test with live system across all branches and across all integrations. The project faced unexpected scenarios which were not included in the project implementation planning phase and caused a delay.

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## **Solution**

The solution was very much dependent on the technology and hence the steering committee and the business units although were leading the implementation but were expecting the execution from the IT team. More planning was required on the implementation of the core system and point of failures including the hardware and software upgrades should have been considered. The steering committee played a leading role to solve this problem; it was decided to meet all the vendors involved in this implementation together to communicate the criticality and urgency of the implementation. The plan was revised and the pilot sites were developed with an integrated approach and effort from all vendors of different systems integrating with core banking system was closely monitored by the deliverables. The revised implementation plan worked well with the combined efforts and close monitoring and reviews from the lead team of steering committee. The steering committee meetings and reviews helped the implementation team to cope the situation. The strategic planning at the executive level defined the milestones and the KPIs to be achieved, however the implementation plan developed at the project level was assumed to work well in achieving the timelines.

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## **Case study - 2**

*Strategic Change: Centralization of customer services, implementing the customer interaction centre.*

### **Background**

This case is about a leading government oil company in the UAE. Over the past three decades, it has expanded its business activities, enhanced its competitive position and managed to become one of the world's leading oil companies with substantial business interests in upstream and downstream activities, including transportation, shipping, marketing and distribution. In the wake of improvement of services this is one of the initiatives for the organization towards customer commitment of services. The objective of the organization is to provide a complete centralized customer services to the customers. The case study is about and a leading oil company in the UAE. The strategy is transformed to be customer focused. The objective and strategy adopted to achieve the goal of exceeding customer satisfaction demanded the change in the organization structure and reshuffling of staff from one division to another. The current organization structure is functional organization with different divisions (business functional units) performing business related functions.



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### **Problem/issue/complication**

The business support division was selected by the general management as the stakeholder for implementing the strategic change. The other teams included the Information Technology head (IT Head) and Customer Interaction Centre Head (CIC Head). The change is planned at technology level, Improvement and redesigning of service process and relocation of employees from business functional units to the Customer Interaction Centre. The planning at the technology level was executed and the technology solution was implemented as a Call Centre with all the capabilities of serving customers. The service process were defined and implemented on the front desk. The problem was the relocation of the employees from several business units to another new functional department. There was resistance from people for adapting this change and accepting the relocation. The employees selected for relocation were the experts of their departments and hence were favourites of the business departmental heads. The movement of these employees delayed the implementation of strategic change. With this delay it also caused de-motivation and chaos rising from the political climate.

### **Solution**

The solution was dependent on the business units / departmental heads to take an action on the relocation of the experts from their department. The team level leadership failed to move the employees from their departments. This was possible only when the stakeholder team (Business Support Division) playing the

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strategic leadership role found that although the strategic plan was in place, it was not executed on time by the departmental business units resulting in a major impact on the organizational performance. There Business Support Division established a communication method and with (human resource management) HRM designed a reward program and employee engagement training programs. There was a drastic change in the approach of employees; the motivation level was high as these programs had the career progression and development path ahead in the coming 2-5 years which attracted the employees. The resistance was changed to willingness of motivated employees. With the aim to provide excellent customer services, it was very important to retain the experts and strategic leadership involvement has played a significant role for the success.

### **Case study - 3**

*Strategic Change: Recession – Leading Real Estate - Moving from land development to lease portfolio.*

#### **Background**

This case is about a leading real estate company in the UAE, which develops and manages properties, communities and destinations. Through its subsidiaries, the real estate organization also offers end-to-end property related services including sales and leasing, the real estate broker; property management, facilities management and security services; and destination management. The

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organization focuses on the creation of a broad range of quality properties to live, work, play and shop in addition to the development and management of key destinations in Dubai. The objective of the organization is to provide a reliable service through the creation of quality, value for money lifestyles, and by creating a world class organisation that offers a wealth of industry knowledge and expertise.

### **Problem/issue/complication**

During recession in the period of 2009-2010, the organization was forced to change the focus from land development to lease management. The lease management was although not very new to the organization, still the processes, people and the systems were not very well aligned and trained for lease management. The strategy planning department took over the initiative to implement this change. The first action was to develop the team and support systems to implement this change. The support systems for lease management and the people were aligned. Looking at the market dynamics and the positioning of the real estate company the leasing prices for the properties were decided to be very competitive and hence to attract the customer segment, the advertising and sales was done effectively. The customer response was huge and the problem faced is that the organization realized that the capacity of customer serviced department to handle the customer response was very low and hence they were losing the enquiries and sales. Also it was impacting on the services of the current customers.

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## **Solution**

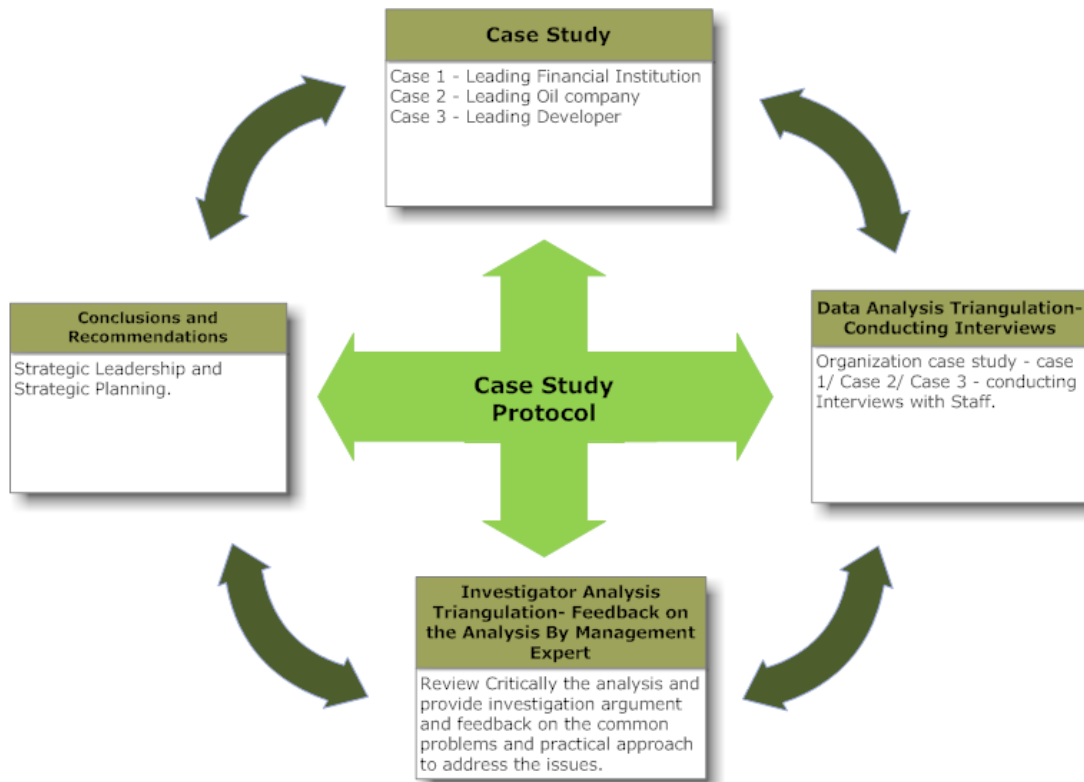
The capacity and capability of the service centre was closely analyzed and the management decided to implement the customer service centre with more capacity. The customer service centre capacity was increased to make it capable of handling customer enquiries and the sales and marketing started to capitalize on this. The strategic planning went well for all the support system implementations and forming teams and implementing process and systems for lease management but did not think about the capacity of the customer service centre.

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## ***Chapter 4 – Case Study - Interviews, Data Collection and Analysis***

### ***Introduction***

In the previous chapter the methodology is explained and the case study is described for conducting the research analysis for qualitative data. This chapter details the research analysis, data collection and interviews conducted. Also in the later part of this section it details of the interview questions used for collecting the views of participants involved in the organizational change. To validate the data and confirm the completeness of results the triangulation method is adopted. Data triangulation is used as a method to validate the data gathered from interviews of the participants. The research is also adding value to the case study and validation of data and completeness of results by conducting the investigator triangulation method. This method is applied in this research to critically review the solutions provided by the case study. This critical review is valuable for the reason it is conducted by the management expert. The solution provided by the organizations and the outcome of the data triangulation is compared with the expert comments collected from the investigator triangulation to enhance and validate the results and confirm the completeness of results.



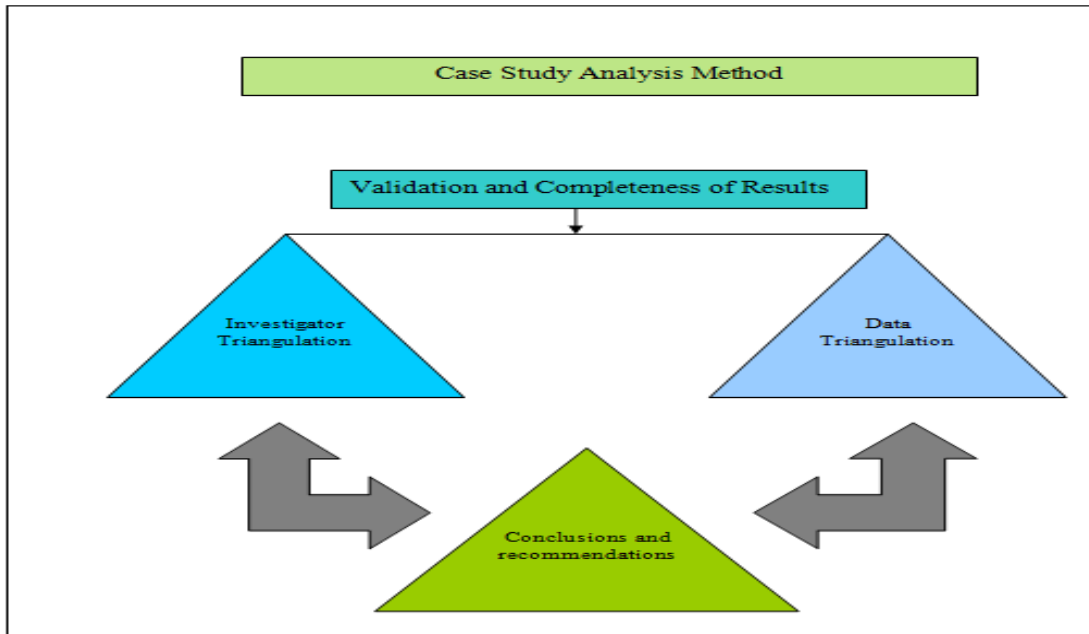
**Figure 15. Case Study Protocol**

*Data collection and display*

The data is collected by conducting interviews with the organizations selected for case study. The participants are selected mainly from strategy planning, Operations and (human resource management) HRM. Interview questions are prepared based on the links found from the literature conducted for the past decades. Strategic planning and strategic leadership has influence on achieving

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the organizational change, the variables are derived from the literature conducted in the previous chapter.



*Figure 16. Case Study Analysis*

### *Interviews*

Interview questions are based on the objectives of the research and four major questions are asked to the participants at various levels of the organization. The Strategy analyst, Operations head and human resource manager (HRM) are asked these four major questions. The questionnaire (Appendix A) is developed with the probing questions to explore the subject of strategic planning and strategic leadership.

### **Profile of participants**

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Case 1: Leading Financial Institution

Participant Profiles:

- i. IT head
- ii. Operations head / IT operations
- iii. Human Resource Manager (HRM)

Case 2: Leading Oil Company

Participant Profiles

- i. Business Support Division – Manager
- ii. IT head
- iii. Head of operations
- iv. Human Resource Manager (HRM)

Case 3: Leading Properties Developer

Participant Profiles

- i. Exec. Director – Strategic Planning
- ii. Director Customer Service
- iii. Human Resource Manager (HRM)

### *Data analysis*

Triangulation is a method used by qualitative researchers to check and establish validity in their studies as stated by Guion (2002, p. 1). The objective of using triangulation is the following:

1 - Validation of results

2 - Completeness of results

Data-analysis triangulation is the combination of two or more methods of analyzing data. These techniques can include different families of statistical

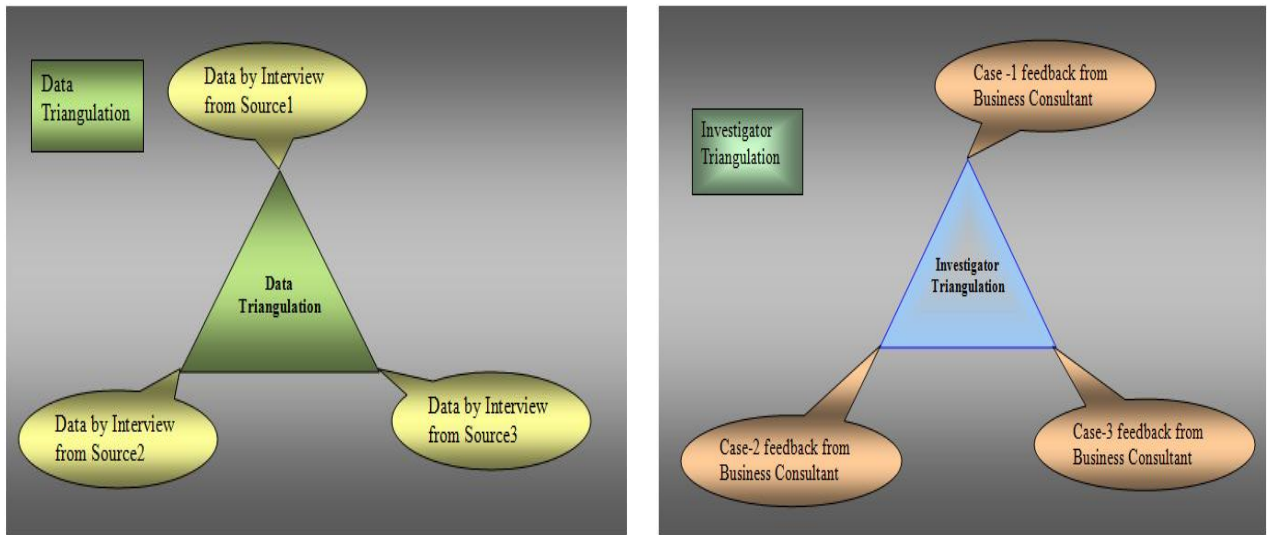


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testing or different statistical techniques to determine similarities or validate data Kimchi et al. (1991).

Investigator triangulation involves using more than one observer, interviewer, coder, or data analyst in the study. Confirmation of data among investigators, without prior discussion or collaboration with one another, lends greater credibility to the observations Denzin (1970). Investigator triangulation involves using several different investigators/evaluators in an evaluation project. Typically, this would manifest as an evaluation team that consists of your colleagues within your program area/field of study. In order to triangulate, each different evaluator would study the program using the same qualitative method (interview, observation, case study, or focus groups). In this data analysis there is one investigator the business consultant to do a critical review of the cases and providing the s

olutions and recommendations based on the experience and best practices in the field of organizational management.



**Figure 17. Case Study Analysis - Triangulation**

***How strategic planning has helped in aligning the new change with corporate strategy.***

Participant	Description	Impact	ARGUMENT
C1	Strategic planning helped in defining the objectives, Roles and responsibilities were clearly understood and resources were made available.	High	The risk assessment of the strategic planning was not deep considering technology failure as a risk
C2	Strategic planning helped in achieving strategic change in the following ways: 1 – well defined objectives 2 – time bound 3- business units agreement of SLA 4 – customer focused process development	Low	Strategic planning did not define clear roles and responsibilities for the change

	5- planned relocation of people 6 – Technology implementation		
C3	Strategic planning helped in achieving strategic change in the following ways: 1 – Understanding the current positioning in the market 2 – Identifying the strengths 3 – defining the roles and responsibilities 4 – Systems and process 5 – Communication and marketing 6 – customer relationship management	Medium	Strategic planning did consider the systems and process development but did not assess the technological capabilities

*What is the importance of role of strategic leadership in strategic organization change?*

Participant	Description	Impact	ARGUMENT
C1	Strategic leadership played a major role in 1 - Realizing the sense of urgency for enhancing the customer services by implementing the change in the core banking system. 2 – Initiated the development of the new systems and process with an objective of achieving service	High	Strategic leadership

	improvement 3- formation of teams		
C2	Strategic leadership played a vital role: 1 – Communicating the vision 2 – Formation of teams 3- Executive management support 4 – developing key competencies and capabilities 5- Explaining the contribution of staff 6– Technology implementation	Low	Strategic planning did not define clear roles and responsibilities for the change
C3	Strategic planning helped in achieving strategic change in the following ways: 1 – Involvement of senior management 2 – formation of teams 3 – Implementing systems 4 – customer relationship management implementation 5–Communication and marketing	Medium	Strategic planning did consider the systems and process development but did not assess the technological capabilities

***Assess the degree of Influence of strategic leadership and strategic planning on successful strategic organization change***

The data collected from the interview is an attempt to assess degree of influence of the role of strategic leadership and strategic planning to achieve successful strategic organization change. The assessment is based on the variables listed below; these variables are interlinked and are closely related to the strategic planning and strategic leadership

- 
1. *Communicating strategy*
  2. *Time*
  3. *Operational performance*
  4. *Employee Motivation and Retention*
  5. *Process and technology*
  6. *Involvement of executive management*

The participants have pointed out that strategic leadership can make the corrections to all the problems and issues coming from strategic planning and hence it can form a cyclic process in the life-cycle of strategic management process. From the interviews and the case study it is evident that the strategic management process differs from organization to organization and that it is found that the strategic planning in three different cases is carried out by strategy department in case 3, Business support division in case 2 and executive management in case 1.

### *Communicating strategy*

#### **Strategic Leadership**

Participants from Case 1 indicated that the strategic leadership has a vital role to play in communicating the strategy across and top down in an organization. The IT head from case 1 confirmed that the objectives were communicated to the IT department, and the KPIs were formulated. However in case 2 the participants although highlighted that communicating of strategy and future direction is

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significant in controlling change. Case 2 participants confirmed that, not communicating the future direction may result to the employee attrition, as the employees were not motivated for the change in location, and were thinking the relocation to be more political than in the interest of business. Case 3 participants agree strongly that, the strategy should be communicated to the change agents, so as to enable them to get equip and contribute to the objectives during this strategic change. Case 3 Participants affirmed that, strategic leadership is not particularly involved in communicating the strategy as the nature of business is more dependent on the market dynamics, and the strategy department is acting like a focal point of change. The communication for case 3 is extremely important for the real estate business, and hence there is a communication framework developed for effective and quick communication of change in strategy. This framework is developed to flow communication top-down and down-top pattern across the organization. Hence participants agreed that strategic leadership does not play a significant role for communicating strategy.

### **Strategic Planning**

Case 1 participants depend more on strategic leadership to receive the communication of strategy and future direction. Although the communication of strategy is considered in the strategic planning but is not accessible for the change agents at various levels of organization and they feel it is the role of a strategic leader to communicate more than strategic planning. Whereas Case2 participants have expressed that communicating strategy was already defined in

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strategic planning, but due to the nature of change for centralization of employees and services, it involved relocation of employees working under various business units. Participants highlighted that the communication of strategic change should flow from the respective business units for the employees to understand the delegation and roles and responsibilities from the business unit managers. This raises an argument that the strategic planning defined was assuming that the business unit managers would accomplish the trust and confidence of the employees to relocate, but the business unit managers failed to win the employee confidence for change. The problem is that the communication did not take place backward i.e. down-top pattern and was not raised to the execution team. Case 3 participants agree that the strategic planning plays an important role in communicating strategy and the organization is strategy driven and more depending on the market dynamics.

**Data Analysis Triangulation**

The case analysis affirms from majority of the participants from case1 and case2 that strategic leadership has a significant role to play in communicating strategy to the change agents. However in case 3 for the leading real estate organization the strategic planning plays a vital role depending on the market dynamics and organization setting of communication framework.

Strategic leadership	Degree of influence is Strong	Strategic Planning	Degree of influence is Weak
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### *Time management and milestones*

Time management and milestones is an important element of strategic change and the timelines and targets are defined by the strategic planning but the strategic leadership should ensure the timelines and targets are achieved.

#### **Strategic Leadership**

Participants in Case1 affirmed that the steering committee was not very much involved in the initial stages of the implementation until the project started delaying. The risk assessment of the implementation failed and the core banking upgrade took eight months more than expected. Participants confirmed that the project was back in track only when the steering committee started reviewing the project and demanded for a combined effort from all the teams involved including vendors. Whereas the case2 participants agree that the timelines and targets were specified by the Business Support division acting as strategic planning department but the timelines were not achieved as the departmental managers were delaying the relocation of employees. Participants agreed that Strategic leadership would have played an important role in involving the executive management to ease the process of relocation of employees. In case3 the participants have pointed out that the role of strategic leadership was very negligible as strategic planning department and implementation teams with line



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managers do not approach directors/ CEO unless they face a business problem which cannot be tackled.

### **Strategic Planning**

Participants of case1 stated that the timelines were decided and the project level planning was prepared at the IT department level, whereas the milestones were set at the higher management level by the steering committee. The impact of time in strategic planning is very high as it could be related to the competitor moves and sometimes product and services offerings to customers for brand image. The participants affirmed that the delay in the implementation forced the organization to apologize to the customers for not delivering the services promised. Whereas the participants of case2 confirmed that the time lines and milestones were not a driving force for implementing the customer interaction centre because of the involvement of other elements in the delay. In case3 the strategic planning has a very high impact on the timelines because of the real estate market dynamics. The drastic movement in the economy and recession which took over recently in the year 2009-2010 the organization had to shift the focus from the land development to lease management and wanted to offer the most attractive prices for leasing, the strategy was to get into the lease management market.

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## Data Analysis Triangulation

The case analysis affirms from majority of the participants from case1, case 2 and case3 that strategic planning plays a vital role in defining timelines and milestones for the strategic change.

Strategic leadership	<i>Degree of influence is Weak</i>	Strategic Planning	<i>Degree of influence is Strong</i>
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### Operational performance

This variable is used to assess whether the influence of strategic leadership on operational performance is strong/ weak than strategic planning.

### **Strategic Leadership**

Case1 participants indicated that the operational performance was affected as the delay caused the teams to get engaged in to the implementation and the day to day operations was impacted. Steering committee could not do much in improving the performance of the teams during the period. The team level leadership of IT head helped in managing and engaging resources intelligently to maintain the operational performance of services. Case 2 participants highlighted that the operational performance was majorly impacted as the staff was not clear with the future direction and hence perceived the change to be more political. Whereas, in case3, there was a very high impact on the operational performance due to the shift of strategy from land development to lease management. The

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customer service centre capabilities in terms of people, technology and processes had an impact on performance of the overall sales and marketing and affected the organizational performance financially also.

### **Strategic Planning**

Participants of case1 highlighted that strategic planning was although monitoring the performance of the implementation by closely monitoring the deliverables. The objectives at the business unit level were further disseminated into KPIs of the employees involved in the implementation. Participants affirmed that with all the objectives and KPIs the operational performance had a negative impact; this impact is caused due to the delay of the technological implementation. The IT business unit was responsible for the operational performance degradation. In Case2 the participants highlighted that the operational performance had a high impact but also said that the objectives and KPIs were assigned at the staff level but were never monitored and reviewed by the business unit. The staff started perceiving that the objectives and KPIs are not very important and hence it was neglected. So basically the business unit did not take the lead to implement the KPIs and objectives of strategic planning at the staff level and Business Support Unit (Strategic planning) unit did not monitor the performance of the business unit (change agent). However in Case3 the operational performance was highly dependent on the strategic planning and the performance monitoring system was established reviewing the Line managers for the performance KPIs.

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## Data Analysis Triangulation

Analyzing the case2, It is evident that although strategic planning defines a framework of operational performance management but at the same time if it is not implemented by the business units acting as change agents, then strategic leadership has a significant role to get the KPIs and objectives established by the business units and hence the role of strategic leadership is influencing the strategic change. But case 2 and case3 are more successful in achieving the operational performance by objectives and KPIs and hence it is evident that strategic planning has more influence on operational performance than strategic leadership.

Strategic leadership	<i>Degree of influence is Strong</i>	Strategic Planning	<i>Degree of influence is Strong</i>
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## Employee Motivation and Retention

### Strategic Leadership

Case1 participants confirmed that the steering committee already selected the IT team and business team to implement the core banking system; hence the motivation levels of the teams were high as they were treated to be involved in a key strategic project which was prestigious for the company. In case2 the participants affirmed that the motivation level of the employees was very low as there was a fear of loosing the job. The strategic leadership role could have been

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very significant here for maintaining employee motivation and redefining the roles and responsibilities and reward programs for the staff undergoing change. Case 3 participants affirmed that the motivation and retention is the responsibility of the line managers and there is no role of strategic leadership for maintaining motivation of employees.

### **Strategic Planning**

Participants for case1 indicated that strategic planning did not have much role in the motivation of the employees as such there were no reward programs planned, neither any special incentive nor training. As a requirement the IT head confirmed that the training programs were confirmed. Whereas case2 participants from the business support division confirmed that the strategic planning was taking care of the promotions and improved roles and responsibilities of the employees required to be relocated, also there were training programs planned for the staff to incline towards customer service. However case 3 participants expressed that strategic planning has no role in motivating the employees instead the motivation and retention of employees is the responsibility of the line managers.

### **Data Analysis Triangulation**

Motivation of employees and attrition is more related to the people in the organization and hence analyzing the case1, case2 and case 3 it is clear that the strategic leadership, rather business unit/ departmental/ line manager level leadership has more influence than strategic planning.

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Strategic leadership	<i>Degree of influence is Strong</i>	Strategic Planning	<i>Degree of influence is Weak</i>
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Process and technology

**Strategic Leadership**

Case 1 participants were in agreement that, to improve the process and technology role of steering committee and higher management was very vital. The assessment of the process improvement and the operational effectiveness was assessed first before implementing the technology. The IT head although acting as a departmental leader expressed that strategic level leadership role was more involved in identifying the process effectiveness and less towards technology assessment. Case 2 participants agree to the similar opinion of the case 1 participants that the effectiveness of the process improvement was evaluated at the strategic leadership and Business support level whereas the technology implementation for customer interaction system was led at the IT leadership level. Case 3 participants differ in the opinion and confirmed that the process and technology were developed at the departmental levels and the strategic leadership (CEO) involvement was only visible in case if the organization faces a strategic problem. Participants also confirmed that they faced problems in identifying the capability of Technology (Customer Service Centres) to serve the new strategic change. The strategic change from land

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developer to lease management services changed the business dynamics of attracting customers with drew attention by strong marketing and advertising. At the same time the organization capability in terms of people and technology failed to cater the huge flow of customers. The role of CEO was very important in this to provide directives to upgrade the technology and process.

### **Strategic Leadership**

Case1 participants said that the strategic change was more dependent on the technology and process, hence the strategic planning plays a significant role in establishing the communication systems and performance monitoring systems. Although the participant of the business strategy team affirmed that the strategic planning was still needed to be analysed for the risks on failure of the technology implementation. This delay in implementation was unexpected and the poor implementation planning is responsible for this delay. Whereas case2 participants expressed that strategic planning has a major role to play in defining and establishing new process and technology systems. But also agreed that leadership is still more important than strategic planning in establishing process and systems. Participants of case3 highlighted that strategic planning although plays a vital role in fine-tuning with the market dynamics and positioning in the market Strategic planning as a process can define the requirements of the effective process and capabilities of the technology and system required, but as such IT level leadership is more appropriate to provide the best proposition for

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the requirements of the technology systems and business support division for establishing the effective processes and services.

### **Data Analysis Triangulation**

Case1, case2 and Case3 all are in same agreement that the process and technology is having greater influence of strategic leadership. However strategic planning has a role of deriving the requirements of the process and defining the capacity and capabilities of the systems and processes to be effective

Strategic leadership	Degree of influence is Strong	Strategic Planning	Degree of influence is Weak
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### *Involvement of executive management*

#### **Strategic Leadership**

Case1 participants confirmed that the involvement of steering committee was very important to achieve the project deliverables. The implementation was technology dependent but the steering committee took a lead and got involved into the low level planning and execution to review, support, direct, delegate and controls the implementation. However in case2 the participants stated there was no involvement of executive management and hence the implementation got delayed and faced a lot of resistance to change from employees. In case 3 the participants have affirmed that there is no involvement of executive management team. The line managers and the department managers are majorly playing a



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role of execution of strategy and only involve executive management when they face a strategy issue/problem.

### **Strategic Planning**

All participants of case1 agree that the involvement of the executive management is always beneficial but were not a necessity for the implementation of core banking system. In this case, since the change was dependent on the technology, IT business unit should have been closely monitored for all the deliverables. The reviews and monitoring started only when the project got delayed. However, Case2 participants highlighted that the involvement of executive management was vital for the success of the implementation; hence the strategic planning process was required to be linked to the monitoring system of the executive management team. The strategic planning defined the responsibility of the business units to monitor the performance based on the KPIs of the staff and act as a change agent. Case3 participants confirmed that involvement of executive team in real estate business may result in waste of resources and time without any outcome. However participant affirmed that the involvement is important only in case if the organization faces any challenge of strategic issue.

### **Data Analysis Triangulation**

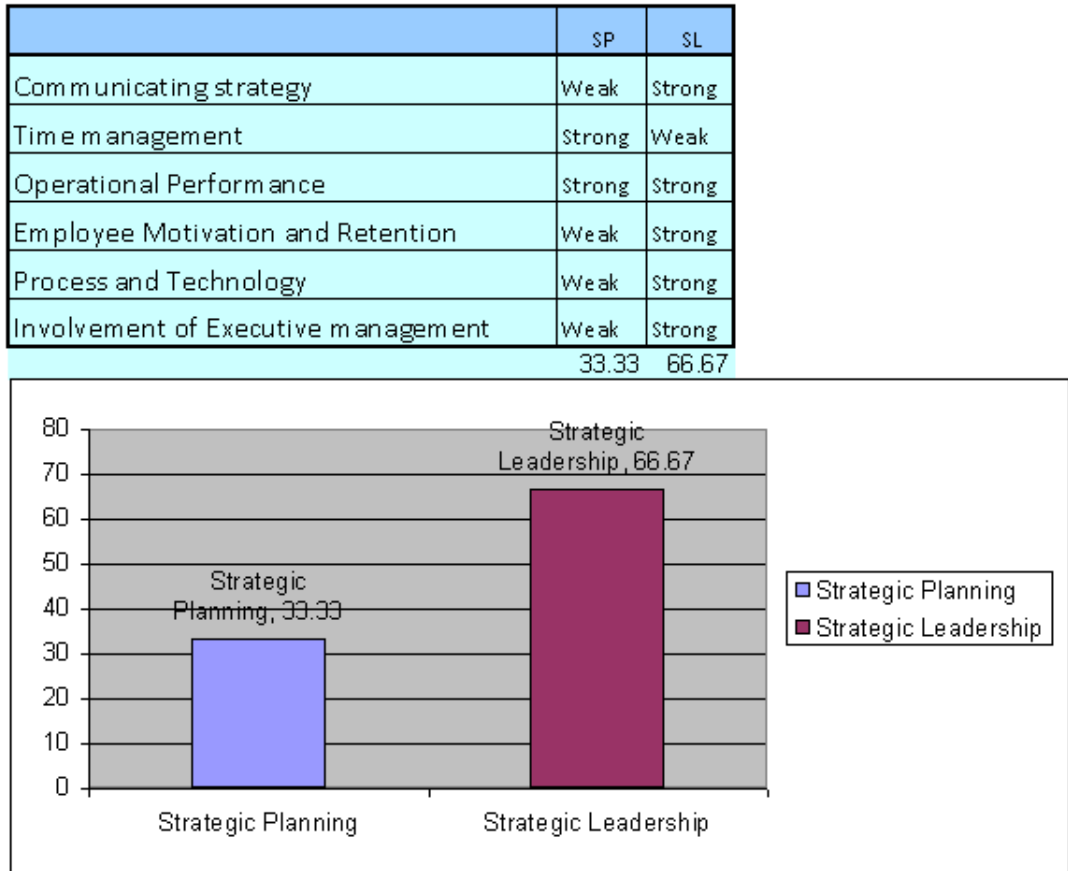
The case analysis affirms from all of the participants from case1 and case2 that strategic change implementation was highly influenced by the executive management involvement in to the strategic change. However in case 3 for the

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leading real estate organization the strategic planning plays a vital role and the involvement of executive management is expected only when the line managers are facing a strategic issue or a business issue.

Strategic leadership	<i><b>Degree of influence is Strong</b></i>	Strategic Planning	<i><b>Degree of influence is Weak</b></i>
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*Data Evaluation*



***Figure 20. Data Evaluation – Strategic planning and Strategic Leadership***

The bar chart represents the graphical presentation based on the outcome of the case studies. It is an attempt to compare the degree of influence of the role displayed by strategic leadership and strategic planning for organizational change. It is found that three case studies have demonstrated that the role of strategic leadership plays a significant role and has more influence on organizational change. Strategic planning in comparison with strategic leadership has lesser impact on organizational change.

- What role human resource management (HRM) has played during the planning and implementation of this strategic organization change

Participant	Description	Impact
C1	HR was actively involved in conducting the informal gatherings. HR was informed about any urgent requirement of the technical competency requirement for core banking implantation.	High
C2	HR was very much involved as there were new roles and responsibilities defined for the staff relocating to the customer interaction center. The managers for the staff were changing and hence there was a high chance that the employees may opt to leave the organization. On the other hand the emiratization program was initiated by the HR.	Low
C3	HR did not play any major role. Motivation and retention was maintained by the functional line managers and not by HR. Hr was executing the basic function of sourcing right people when required.	Medium

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## *Chapter 5 – Recommendations and Conclusions*

### *Conclusions*

In the previous chapter we have seen the analysis of the case studies. This chapter outlines the recommendations and conclusions based on the analysis of the cases. The study presents the influence of strategic leadership on achieving strategic change as well it is evaluating the impact of strategic planning. Strategic planning helps in producing performance programs and defines how to control the organization during the strategic change. Strategic management process differs from one organization to another, but for implementing the strategic change, strategic planning and strategic leadership prevails in all cases. There are several links found in the literature for strategic leadership and strategic planning, however strategic planning is always first to happen i.e. before strategic implementation where leadership has a role.

From the case studies it is clear that strategic planning is focuses more on the organizational performance, operational performance and employee performance. The basic function of the strategic planning is to translate the strategy into executable objectives and disseminate further to the departmental and business unit objectives with the KPIs. Strategic planning provides an integrated system wherein the operational performance if suffering for any reasons then this integrated system raises a concern/ alarm to the raises an alarm to the executive management team or strategic leaders. Strategic planning

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and strategic leadership work hand in hand and forms a continuous iterative process within the strategic management process. Strategic leadership as a facilitator to strategic planning helps in establishing balanced organizational control, explaining and understanding of how the staff will contribute to achieve goal. Strategic planning process at a higher level identifies the required change in the organization structure. Change in the organization design and structure is driven by strategic planning and on the other hand it also decides if any new roles and responsibilities evolve from this new change. Strategic planning for any organization can produce several projects across the organizational business units. The accomplishment of these several projects completes the strategic change. Strategic leadership plays a vital role in implementing this change. It is to be noted that Strategic planning, although defines all the objectives for the operational performance and disseminates further into the KPIs but as seen in Case 2 the Strategic leadership still plays a role to bring the strategic plan in to action. Thus it is obvious that the strategic leadership and strategic planning work hand in hand. Strategic planning establishes the performance monitoring system to monitor closely the progress and performance of the projects moving forward to achieve a strategic change. Since strategic planning is done for the future it is by nature an iterative process. The flaws or errors discovered at a later stage of execution go through the revamp of the strategic plan. The scope of strategic planning extends more from operational performance to organizing and formalizing the procedures to gain control while the organization undergoes the

status quo stage. Strategic leadership role is a significant role in the organization and most often CEO is responsible for the strategic leadership. Implementation of strategic change across the organization needs the top management, Middle management, operating management to perform the role of change agents at various levels. From the case studies analysis the strategic leadership is found to have higher degree of influence on achieving strategic organization change. The organizational structure, process and systems from the case studies were found to be driven by the strategic leadership rather than strategic planning. The implementation of strategic change needs the strategic leader to realize than actualize and mobilize resources, capabilities, human and nonhuman. The strategic leadership carries the ability to develop "flexibility" in the strategic approach, and respond to unprecedented situations and strategic problems that organization may face as it proceeds with the strategic plan. The below figure illustrates an example of the strategic management process.

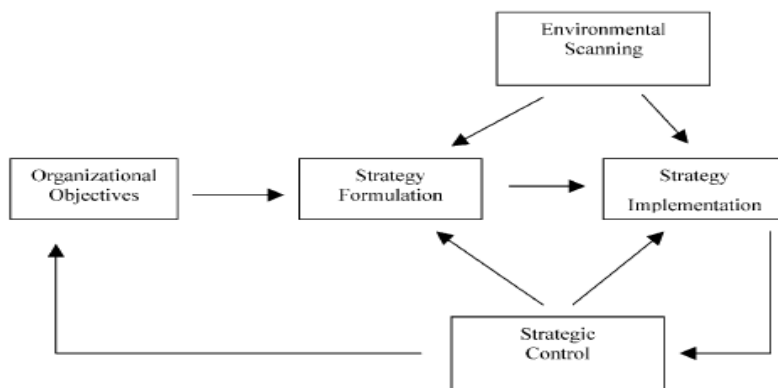


Fig. 1. The strategic management process (adapted from Hofer [30]).

***Figure 18. The strategic management process***

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The strategic management process begins with the formulation of organizational Objectives as stated by Hofer & Schendel (1978). Organizational objectives can either be strategic, administrative or operational. Strategic objectives provide the overall direction for the organization; administrative objectives specify the necessary organizational infrastructure to accomplish the strategic objectives; and operational objectives help to identify tasks that must be performed. Metrics are developed to monitor and measure the progress on accomplishing the objectives.

The three case studies provide a basis to conclude on the most appropriate actions for such cases and change initiatives of strategic change. The change initiatives can be categorized based on the roles at different strategic levels within an organization. The organization undergoing change in all three case studies is facing the below change patterns impacted by the shift in strategy:

1. Change in business objectives
2. Change in business processes
3. Change in people
4. Change in job roles and responsibilities
5. Change in performance measurements
6. Change in Authority and delegation

### **Executive Management Level (CEO) - Strategic leadership level**

Implementing the strategic change is the core responsibility of the executive management. There are several tools which can be used to implement the strategic change. Implementing the strategic change is just not sufficient but also



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the support systems are required to raise the alarms from the system with low KPIs. BSC (Balance Score Card) is one of the tools which is used by most of the corporate organizations.

1. Change in business objectives
2. Change in KPI for business units
3. Change in KPI at individual performance

### **Team level Leadership**

The team level leadership is very significant in achieving the strategic change and hence it is very important to verify the communication of strategy is well understood by the change agents i.e. team /departmental level leadership. The support systems developed by the executive management helps to monitor the performance the team level leadership staff, the KPIs indicate the performance, the combination of all provides a bigger picture of the progress of the strategic change.

1. Change in people
2. Relocation of staff
3. Change in business process
4. Change in Technology

### **Human Resource Management (HRM)– Initiative**

We have seen from the case studies and can be concluded that although HRM is considered to be the significant player in strategic change. From the case studies we can conclude that the HRM plays a important role if the change is related to the people. The HRM plays an important role in motivating the employees and at the same time the performance measurement initiatives can be handled at the HRM level, this can help the department manager to look into

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other aspects of need of more staff or staff with different traits and skills are required.

1. Change in job roles and responsibilities
2. Change in individual performance measurement and rewards
3. Change in Authority and delegation

### *Recommendation*

The recommendations are based on the problems identified from the case study analyzed in the previous chapter. We have identified the problems majorly at the strategic planning level wherein the risk assessment was lacking in one of the cases the technology was not considered in the risk assessment.

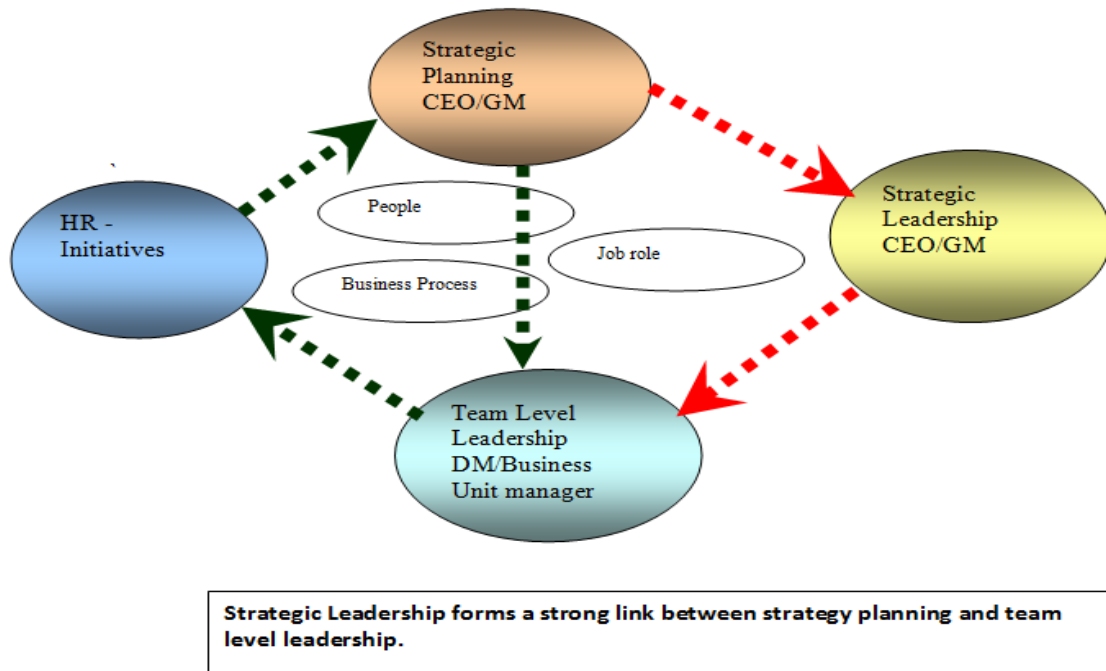
### **Communication plan and Procedure – Communication strategy.**

Strategic planning should establish the communication strategy for communicating the change. The outcome of the communication plan and procedure should answer the How, When, to whom? The change always comes with resistance from employees; hence the planning is necessary before the change and the strategy of communication. To communicate effectively the internal magazines and workshops is another way to improve communication.

- a. Internal magazines – can be used for motivating the employees undergoing change by publishing their interviews and their positive opinions about change
- b. Conducting Workshops

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## Link between strategic planning and team management leadership i.e. strategic leadership



*Figure 19. Strategic Leadership and Strategic Planning - Link*

It is identified that there is a link between middle level management (change agents) and the strategic planning objectives and KPIs, this link is none other than strategic leadership. The team level leadership should be closely monitored by the strategic leaders to implement strategic change. The support systems should be developed example communication support system, performance KPIs support system and the review of the progress should be designed frequently and done periodically to mark the strategic change process.

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## **Performance management - Balance Scorecard**

The performance top down objective model is recommended to break the strategy into the objectives and then to the KPIs at the team leadership level and individual employee level.

- c. Developing KPIS using the TOP DOWN objective setting model:
  - i. Corporate objectives
  - ii. Business Unit objectives
  - iii. Transforming into KPI
  - iv. Using balance scorecard to monitor and control

## **Signing SLA with all the business units for co-operation and co-ordination**

If there are any political issues within business units for the strategic change, then, using SLA is an effective way to get the commitment from the business and departmental units or team level leadership. As seen in case 2 that the team level leadership failed to relocate the employees.

## **Human Resource management**

- a. To prepare new job roles and responsibilities with clarity and reformation showing promotion of staff.
- b. Reward management

## *Areas of Improvement*

The areas of improvement include the below:

1. Emerging roles of leadership for bringing change
2. Using strategy tools for implementing change

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3. Analyzing leadership styles and traits required to be adapted to bring specific change
  4. Considering business verticals and related organization culture impacting around change.
  5. Role of human resource management in bringing change is critical

### *Limitations*

This research is applicable to the implementation of strategic change at an organizational level and hence is limited to the below:

1. The research is not deemed towards focusing on the business strategies
2. Strategy is critically studied in light of strategic leadership and strategic planning only
3. External forces of change has not been much considered which also has impact on the change in strategy
4. Strategy is internal to organization performance and objectives only

### *Future Research*

1. How strategic leadership is important for change
2. Role of strategic leadership for bringing change
3. Link and relativity of strategic leadership with different organizational level leaderships
4. Evolving roles of leadership and how to practically understand different roles in different situations example situational leadership

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## Appendix A

### Questionnaire for Interview:

- Explain how strategic planning has helped in aligning the new change with corporate strategy.
  - *How the strategic plan developed and what were the key considerations for developing the strategic plan?*
  - *What are the lessons learned in the development of the strategic plan?*
  - *Were the strategic plans measurable and how were the milestones defined?*
  - *Who were involved in the planning phase of change? Who else do you think should have been added value and was important to be involved?*
  - *Did strategic plan consider planning the communication of change and strategy? To what depth was the communication planned (example when, how, to whom)?*
  
- What is the importance of role of strategic leadership in organizational change?
  - *What was the role of Strategic leader in implementing the change?*
  - *What were the lessons learned during this change as strategic leader? How strategic leadership could have been more effective?*
  - *During the organizational change process, did you ever experience that the actions of leadership are not always aligned to strategy?*
  - *Were there any guidelines defined in the strategic planning phase while execution the leaders were supposed to follow?*
  
- Assess the degree of Influence of strategic leadership and strategic planning on successful organizational change
  - *Communicating Strategy*
    - *How was the strategy communicated within the organization? What was the role of the leader in communicating the strategy?*
    - *Do you think Strategic planning is/is not responsible for preparing the communication plan of communicating strategy? Why?*
  - *Time Management*
    - *Were the milestones defined in the strategic plan? Were the milestones achievable? Were the milestones achieved by the leaders within the targeted time frame?*

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- *Do you agree/disagree with the statement “Strategic planning may define the milestones and time frame but leadership has control over achieving the milestones”? Why?*
  - *Operational Performance*
    - *“During the change process the operational performance has a direct influence” Do you agree/disagree with this statement? Why?*
    - *What is the role of strategic leadership to overcome the impact on the organizational operational performance during change process? Do you think Strategic planning can also play a role?*
  - *Employee Motivation and Retention*
    - *Did the employees accept change and were supportive during the change process? What do you feel was lacking?*
    - *Do you feel that strategic planning could have made the change process more acceptable to employees maintaining motivation levels and retaining? Or do you feel leadership has more control on employee’s retention and motivation? Why?*
  - *Process and Technology*
    - *Were the processes and technology aligned with strategic planning? What role did leadership play in aligning processes and technology with strategic planning?*
  - *Was the strategic change achievable without the involvement of executive management team? What was the role of strategic leader in institutionalizing change with executive management?*
- 
- **What role human resource management (HRM) has played during the planning and implementation of this change**
    - *How important do you feel HRM can be during the change process? Why?*
    - *What was the role of HRM for motivating the employees (example Employee reward system) during the change process”?*
    - *Does employee empowerment help in achieving strategic change? How could HRM implement the new job roles and responsibilities aligned with the organizational change?*
    - *Can employee engagement programs help in implementing change process?*