

Preface

INTRODUCTION

Leadership and management are taught in numerous universities around the globe. Although leadership and management are inseparable academic subjects, they are commonly pursued in two different academic disciplines: education or business. To ensure various organizations in our societies will survive and thrive, leaders and managers seek guidance from both leadership theories and management science. Leaders and managers have turned to strategic leadership and management to inspire and guide their visions, and to formulate the directions so essential for the long term growth and success of an organization or a country. In the broadest sense, leadership involves establishing direction, aligning people, and motivating and inspiring others to produce change and movement. Management, on the other hand, involves planning and budgeting, organizing and staffing and controlling and problem solving to produce order and consistency. Leadership and management are two separate, but related, fields of study. Both leading and managing organizations are non-linear processes. Both leaders and managers need the skills and tools for strategy formulation and implementation in order to deal with change in our society. Managing change and ambiguity requires strategic leaders who not only provide a sense of direction, but who can also build ownership and alignment within their workgroups to implement change.

There are different ways of defining strategic leadership. It can be broadly defined as utilizing particular approaches in the management of employees. The main objective is productivity. China's GDP surpassed that of USA recently. That economic accomplishment can be considered the tangible result of leadership on a macro level. If leadership is linked to the writings by Karl Marx, then the aim of strategic leadership is to produce "surplus value" as a result of the ruling class exploiting the working class. In academia, leadership is commonly defined as a leadership style. It provides the vision and direction for the long term growth and success of an organization. It requires objectivity and potential to look at the broader picture. It is leaders' responsibility to incorporate aspects of both the analytical and human dimensions to effectively drive the organizations forward. Strategic leaders have to answer four fundamental questions:

1. What are our roles as chief strategists?
2. How do we function as strategic leaders during the ongoing development of strategies?
3. What kind of teams are needed for developing strategies?
4. How can we evaluate the effectiveness of strategies?

Like all other leaders, strategic leaders are required to firstly formulate a vision for their organizations. Secondly, strategic leaders are required to align non leaders and thirdly, strategic leaders are required to motivate subordinates for change or bring about change to their organizations. More importantly, stra-

Preface

tegic leaders are required to be managers who maintain day to day operations to ensure that strategies are best implemented and organizational goals are realized.

The goal of strategic leadership and management is to drive innovation, and maximize team performance to enhance organizations' long term growth and success in today's complex world of fast-paced, dramatic change. Research on strategic leadership and management has been going on for decades and researchers have been able to generate new frameworks and models about these two inseparable subjects that drive innovation, and maximize team performance in our societies. In both education and business programs in higher education, faculty members train our next generation of leaders and managers to not rely on old ways of thinking about leadership strategies.

If we pause for a moment to reflect on the environment in which organizations are embedded, it becomes abundantly clear that organizations are being buffeted like never before by the global forces of change, competitiveness and uncertainty. To survive, or even thrive, in such challenging circumstances requires that organizations adapt to and also incite change themselves. To stay 'ahead of the game' requires both vision and strategy – the very two things which are the concern of strategic leaders and managers. However, while the ideas and frameworks generated over the years of research in strategic leadership may prove a useful starting point for informing strategic leadership and management, the present dynamic social and economic conditions demand re-examination of the assumptions, frameworks and models of strategic leadership and management. The present (and the future) is a call to those concerned with leadership to continually review and evaluate what is known and understood about strategic leadership and management, and to ultimately seek new insights that will enable strategic leaders to more effectively meet, and drive change and innovation. There is an imperative to re-consider, reflect and possibly re-engineer strategic leadership and management. Thus, strategic leaders and managers are faced with many challenges and imperatives for change. In the following discussion, some of the trends are brought to the fore (albeit briefly) so as to provide some sense of the enormity of the challenges and an appreciation of the status of the field of strategic leadership and management.

The sphere of influence of the field of leadership and management extends beyond those in clearly identified leadership positions at the top of the organization. Just as change is permeating all levels of organizations, so too are the skills of strategic leadership and management. At all levels of an organization, leadership and management skills are becoming highly valued and necessary, regardless of whether the employee holds a designated and clearly labeled leadership position at the very top of the organizational level or not. Strategic leadership and management are quickly becoming core skills for all in the 21st century and likely beyond, for at all levels of organizations. This is necessary if organizations are to gain and maintain competitive advantage and long-term growth. More often than not, the complexities of strategic leadership and management in modern times demands the skills, knowledge and experiences of more than a single individual at the very top level of an organization. The more traditional model of heroic leadership with which traditional organizations are accustomed is no longer sufficient. To effectively lead and manage today's complex, dynamic contexts it is far more effective to consider a model of leadership in which leadership is distributed throughout the organization, wherever the capability and expertise is found within the levels of an organization. It is from this viewpoint that we are seeing increasing emphasis on models that distribute leadership and management responsibility to a broader base of individuals. Truly insightful top level managers and other leaders "recognize that it is impossible for them to have all the answers" (Ireland & Hitt, 2005). There is growing interest in exploring strategic leadership and management models which are characterized as 'collaborative', 'shared', 'distributed', 'collective'.

When considering the complexities and challenges facing organizations, technological advancements can be identified as one major primary factor. Technology is a driver of rapidly increasing interconnectedness, and subsequently interdependence, among people, organizations, cultures and countries; in other words, globalization. With the advent of digital technology, in particular digital Web 2.0 technologies, globalization is accelerated. Technology driven globalization has resulted in widespread and rapid economic, political, social and cultural changes, with which organizations must contend. What does this mean for strategic leaders and managers? In 1989 (at a time that the world was poised on the brink of the internet) Bartlett and Goshal wrote their landmark work, “Managing Across Borders: The Transnational Solution.” Bartlett and Goshal’s work served as a catalyst for a number of other publications and gradually the term “global mindset” came into use. Though the definition was (and remains) imprecise, it is recognized as important as it captures the essence of the notion that strategic leaders and management operate in a broader global context than within the constraints of their immediate geographic locations. A global mindset is now considered essential to effective leadership and management as a “general disposition” or broader view of markets. This broader view helps understanding of business on a broader scale and helps co-ordination and the balance of both global and local responsiveness. Globally minded leaders must have system thinking and see their organization as an element of the larger global system. Importantly, global mindset also captures intercultural behavior and the ability of global managers and leaders to consider different cultural perspectives and act in culturally sensitive ways (Den Dekker, 2013). In the face of globalization, organizational survival demands culturally intelligent leaders who have high levels of cultural flexibility and low levels of ethnocentrism (Maldonado & Vera, 2014). Exploring dimensions of the global mindset and identifying the skills, behaviors and attitudes of global minded leaders is, unsurprisingly an important topic in the field of strategic leadership.

The challenges for leaders in the 21st century (and the future) extend well beyond developing a broader view, understanding of global economy and cultural intelligence. There are other sources of disruptive changes in organizations such as changes in workforce behaviors and expectations emanating from an interplay of technology and the workforce. Social media and the Web are beginning to shape human behavior and ultimately are shaping the future of work and the nature organizations in which work is done (Morgan, 2014). Mobility afforded by technologies enables people to work anytime, anywhere and on a range of devices (Morgan, 2014) and impacts on such things as expectations of employees, and options for telecommuting.

The nature of the workforce has been examined in some detail in relation to the Millennial generation. The term millennials refers to those individuals born between 1980 and 2000. It is estimated that over half the workforce is composed of millennials or Gen Y (Schwartz, Bohdal-Spiegelhoff, Gretczko, & Sloan, 2016). Millennials are perhaps one of the most studied generational groups, and there is a rising volume of literature emerging around whether or not millennials are actually different and if so, the way the generation might reshape the workforce. Why is it that millennials are gaining so much attention in leadership? Are they so different than the preceding Gen X? Some literature suggests that they are very different. For starters, millennials will be fewer in number and they will be working to support a largely aging population. Secondly, millennials have grown up with technology as an integral part of their lives. Some maintain the viewpoint that millennials differ somewhat from their predecessor generation in especially in terms of loyalty, with a majority of millennials having the expectation of leaving their current employer in search of new and different opportunities within 4 or 5 years (Deloitte Touche Tohmatsu Limited, 2016). Opinion about the extent to which millennials are different from the prior generations differs somewhat but there is general agreement that differences exist. Research such

Preface

as that by Deloitte (Deloitte Touche Tohmatsu Limited, 2016) found cultural differences, warns of not stereotyping Millennials and highlights the importance of taking into account differences across cultures. Others such as Buckley, Viechnicki, and Barua (2015) argue that perhaps they are not so vastly different than previous generations.

Even though there is some division over the extent and nature of generational difference of millennials, what is not arguable is that in order to attract and retain such talent it is important to understand their motivations and views of work, leadership, work life balance, expectations. Indeed, apparent differences such as lack of loyalty may be more associated with ‘neglect,’ in terms of organizations failing to address the needs of the generation than some quality of individuals of the millennial generation itself. It is also important to consider how the experiences of millennials shape their apparent behavior. Buckley, Viechnicki, and Barua (2014) give an interesting account of how millennials’ behavior is shaped by both recession and the accumulation of large student debts. Strategic leaders and managers must strive to understand the nature of not just millennials, but of any generation of employees. It is with such understandings that the key challenge of attracting and retaining talent can be successfully addressed by leaders and managers of organizations.

The challenges of catering to a new generation of organizational members aside, strategic leaders and managers are accosted by the rate of change itself. Akin to Moore’s law in electronics (which stated that computing power would double every two years), social and economic change is accelerating exponentially. The obvious implication of such rapid change is that organizations must become more nimble or agile. Traditional approaches to strategy development and command or control centered approaches to people management can no longer be relied upon (Paul & Whittam, 2015). Agile organizations recognize opportunities, exploit those opportunities and mobilize in a timely way to maximize the benefits (Paul & Whittam, 2015). Leaders must establish a vision on the understanding that an organization can no longer afford to be static but needs to become more fluid and opportunistic. In other words, leaders need to transform static organizations into learning organizations.

The prevalence of rapid and global change favors some leadership styles over others. Transformational as opposed to more traditional transactional leadership has gained attention as the style of choice that can help organizations succeed. Transactional leadership tends to be top down and centered on the individual interest of the leaders. In contrast transformational leaders have the interests of their followers as a primary concern. Transformational leaders are charismatic, and “generate pride, faith and respect” within the organization which in turn lead to acceptance of mission, shared vision, desire to learn and to innovate, and commitment to the benefit of the organization (García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012, p. 1040). Literature to date supports the notion that transformational leadership positively influenced organizational innovation and learning and subsequently organizational performance (García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012).

The present rather turbulent times are evidently challenging leaders to adopt more effective styles, gain cross-cultural and cross generational understanding, and to consider their leadership behavior in a global light. Such challenges are not only catalyzing change in how leadership is enacted but also disrupting traditional organizational structures on which leadership acts. One of the recent trends is move to a more organic, team-based structure, as opposed to the more traditional strictly hierarchical levels of organization. Team-based organizational structures often emanate from transformational leaders (García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012). Team-based organizational structures also appear to fit well with the more collaborative preferences of the millennials, possibly as

a result of their immersion in social and other networked media and communications (Pricewaterhouse Coopers International Limited, 2011). Team oriented organizational structures lead to a more horizontal rather than hierarchical organizational structure. Some organizations are beginning to move to what is known as flatter structures in which there are fewer organizational levels and each level is much wider than typical hierarchical, top down structures. Organizational structure has been shown to have influence on the interactions and communication patterns within the organization (Chen & Hsia, 2010). Literature indicates that such horizontal organizational structures are more conducive to knowledge creation and sharing (Abouzeedan & Hedner, 2012), both of which are critical in the knowledge based economy of the current times. Hence reshaping organizational structures is another source of challenge for strategic leadership and management at the present time. To complicate matters further, leaders may also be faced with the challenge of leadership in the context of virtual teams and distributed organizations as intra- and inter- organizational communications and interactions occur increasingly through technological mediums. While leaders may be well-versed and confident in strategy and leadership which relies primarily of physical or face-to-face interactions, operating in a technology infused system may require different approaches and the development of new skills. The mediating effect of technologies on communication and interactions within an organization is just one technology related element which leaders need to consider.

Digital technologies are not only changing communication and interaction but also the way things are done and are re-shaping products and processes. With the advent of devices such as 3D printers, and systems such as the Internet of Things are changing the way in which a business engages customers, and the type goods/services that are being traded. Such emerging technologies have the potential to influence or change every aspect of business from the manufacture, to delivery and support of products and services (Schwartz, Bohdal-Spiegelhoff, Gretczko, & Sloan, 2016). The shift to cloud-based services has changed core technical aspects of organizations. With cloud-based services and software there is no need to physically install software onsite and it can take just a few minutes to be up and running with the full suite of a professional software kit. It is inexpensive and easy to purchase with a credit card. Despite such obvious advantages for an organization, cloud services also present an interesting problem. The decision making about which software is used to carry out the organizations business can be entirely in the hands of individual employees, with or without the approval of superiors (Morgan, 2014). While empowering individuals in this way is generally positive, it also presents some potential issues for the organization such as information security, compatibility and a cohesive technology infrastructure. The mission for strategic leaders is how to exploit the potential benefits whilst at the same time minimizing or eliminating negative effects.

How to leveraging technology for the benefit of organizations must play a key role in strategy development and must be one of the many major concerns of leaders and managers if organizations are to be successful in the present age and future. Strategy must not only consider technology infrastructure, efficiency and security but also customer behaviors and preferences, as well as using social media for the benefit of the organizational goals. Technology is also giving rise to new markets and how to tap into those markets must be of concern to strategic leaders and managers. As leaders consider how to best tap into such markets, considerable attention is being directed towards the usefulness of Big Data analytics (Chen, Preston, & Swink, 2015). Big Data consists of the collection of the large volumes of data generated by the organization, competitors, clients and customers. Such data can provide insights which can inform strategies and improve marketing, products, operations and HR management, ultimately positively transforming organizations (Chen, Preston, & Swink, 2015).

Preface

The brief preceding discussion has identified just a few of the major trends shaping organizations and challenging the work of strategic leaders and managers. Leadership remains a major challenge for organizations. Effective leadership and management practice must necessarily be informed by research, models, frameworks and theories, and growing leadership capabilities must be a core concern of all organizations. Although almost all organizations recognize the importance of leadership, not all are making significant progress in addressing it. Perhaps some of the most convincing evidence of the importance and need for changes in views of strategic leadership come from extensive surveys conducted by Deloitte, a global network of thousands of independent member firms. Deloitte's Global Human Capital Trends report for 2015 (surveys from more than 3300 business and HR leaders from 106 countries) and 2016 (over 7000 business and HR leaders from 130 countries) provide evidence that leadership remains a major concern among organizations (89% of surveyed executives rated need to strengthen and re-engineer leadership a priority) and that there remains a capability gap. Deloitte identifies leadership as a 'perennial issue' and, in their 2016 report, they note that while there has been some growth in investment in leadership programs, there remains a leadership development gap. Fifty-six percent of surveyed companies were not prepared to meet leadership needs and 21% had no leadership programs (Deloitte, 2016). Taken together with the revelation that organizational design is the top identified issue, the most important trend (leadership rates a close second) as identified by Deloitte's research was the importance of raising critical discussion related to strategic leadership and management. This book emerges from the imperative to reconsider and re-imagines strategic leadership and management in such a way that organizations are not only successful but also sustainable and ethical.

OBJECTIVE OF THE BOOK

Encyclopedia of Strategic Leadership and Management features full length chapters (5,000 words per chapter) authored by leading experts offering an in-depth description of concepts related to strategic leadership and management in this changing society.

TARGET AUDIENCE

This unique book on Strategic Leadership and Management will benefit faculty, researchers, graduate students, librarians, and leaders, managers, and employees at various kinds of organizations in different cultures and countries. Numerous university programs in both educational administration and business will refer to this authoritative publication as a reference for their teaching and learning. Graduate students will use this reference book to enhance their theses or dissertations. Last, but not least, national leaders will refer to this reference source to make national policies. The book will be written by high profile scholars and practitioners including current and retired leaders and managers. Researchers, scholars, professors, and learners across disciplines such as education, business, health care, arts and humanities, and social sciences will refer to this premier reference source. We need leaders and managers in almost every field of study, including health care, arts and humanities and, social sciences. For long term growth and success, we need strategic leaders and managers in all fields of study.

Victor C. X. Wang
Florida Atlantic University, USA

Geraldine Torrisi-Steele
Griffith University, Australia

REFERENCES

- Abouzeedan, A., & Hedner, T. (2012). Organization structure theories and open innovation paradigm. *World Journal of Science. Technology and Sustainable Development*, 9(1), 6–27.
- Bartlett, C. A., & Ghoshal, S. (1989). *Managing across borders: The transnational solution*. Boston, MA: Harvard Business School Press.
- Buckley, P., Viechnicki, P., & Barua, A. (2014). A new understanding of Millennials: Generational differences reexamined. *Issues by the Numbers*. Retrieved from <http://dupress.com/articles/understanding-millennials-generational-differences/>
- Chen, C.-J., Huang, J. W., & Hsiao, Y. C. (2010). Knowledge management and innovativeness: The role of organizational climate and structure. *International Journal of Manpower*, 31(8), 848–870. doi:10.1108/01437721011088548
- Chen, D., Preston, D., & Swink, M. (2015). How to the use of big data analytics affects value creation in supply chain management. *Journal of Management Information Systems*, 4, 2015.
- Deloitte Touche Tohmatsu Limited. (2014). *The Deloitte millennial survey*. Retrieved from <http://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html>
- Deloitte University Press. (2016). *Global human capital trends-The new organization: Different by design*. Retrieved from <http://dupress.com/periodical/trends/human-capital-trends/>
- Den Dekker, W. (2013). *Global mindset and leadership effectiveness*. Hampshire, UK: Palgrave MacMillan. doi:10.1057/9781137351968
- García-Morales, V. J., Jiménez-Barrionuevo, M. M., & Gutiérrez-Gutiérrez, L. (2012). Transformational leadership influence on organizational performance through organizational learning and innovation. *Journal of Business Research*, 65(7), 1040–1050. doi:10.1016/j.jbusres.2011.03.005
- Ireland, R., & Hitt, M. (2005). Achieving and maintaining strategic competitiveness in the 21st century: The role of strategic leadership. *The Academy of Management Executive*, 19(4), 63–77. doi:10.5465/AME.2005.19417908
- Maldonado, T., & Vera, D. (2014). Leadership skills for international crises: The role of cultural intelligence and improvisation. *Organizational Dynamics*, 43(4), 257–265. doi:10.1016/j.orgdyn.2014.09.002
- Morgan, J. (2014). *The future of work: Attract new talent, build better leaders and create a competitive organization*. Hoboken, NJ: John Wiley & Sons.

Preface

Paul, S., & Whittam, G. (2015). The show must go on: Leadership learning on Broadway. *Organizational Dynamics*, 44(3), 196–203. doi:10.1016/j.orgdyn.2015.05.005

PricewaterhouseCoopers International Limited (PwCIL). (2011). *Millennials at work Reshaping the workplace*. PricewaterhouseCoopers International Limited (PwCIL).

Schwartz, J., Bohdal-Spiegelhoff, U., Gretczko, M., & Sloan, N. (2016). *Global human capital trends 2016*. Westlake, TX: Deloitte University Press.