

# Leadership Qualities Required in The Implementation of A Strategic Plan

Humphrey C.L.Mutambo, MBA, FCCA, FZICA, FMAAT.<sup>1</sup>, Austin Mwange, PhD,DBA<sup>2</sup>, Peggy Kaponda Banda, MBA, FCCA, FZICA<sup>3</sup>

<sup>1</sup>Doctorate in Business Administration Student, Department of Business Administration, School of Business, ZCAS University, Lusaka, Zambia. Email Address: hclmutambo21@gmail.com

<sup>2</sup>Senior Lecturer, Department of Economics, School of Social Sciences, University of Zambia, Lusaka, Zambia, Email: <u>lecturer.researcher@gmail.com; austin.mwange@unza.zm</u>

<sup>3</sup> Doctorate in Business Administration Student, Department of Business Administration, School of Business, ZCAS University, Lusaka, Zambia. Email Address: peggykaps77@yahoo.com, peggyb088@gmail.com

## ABSTRACT

Organizations depend upon capable leadership to guide them through unprecedented changes. Yet, there is ample evidence in the news and in recent research reports that even some of the best and most venerable organizations are failing to adapt to change, implement their strategic plans successfully or prepare for a more uncertain future. We believe the turmoil we are currently observing has something to do with leadership, and that if we don't change our current approach to leadership development, we will see even more of the same.

**Key Word:** Leadership qualities; change management and strategic plan **DOI:** 10.7176/PPAR/13-5-06 **Publication date:**August 31<sup>st</sup> 2023

## **1.0 INTRODUCTION**

Associations rely on skilled initiative to direct them through extraordinary changes. However, there is more than adequate proof in the news and in late examination reports that even probably awesome and most revered associations are neglecting to adjust to change, execute their smart plans effectively or get ready for a more questionable future. We accept the disturbance we are as of now noticing has something to do with administration, and that on the off chance that we don't change our ongoing way to deal with authority improvement, we will see considerably business as usual.

Also realized organizations vanish or are assumed control over (consider Bright, Chrysler, Lehman Siblings, Northern Stone, Merrill Lynch) and new powers like the economies of China and India rise, reviews of Presidents show that they accept the one variable that will decide their destiny is the nature of their authority ability. However many top chiefs weep over the absence of authority seat strength in their organizations and can't help thinking about what will happen once the gen X-er age of pioneers at last advances to the side.

Each pioneer knows about the worth of a distinct business methodology. Few, nonetheless, give thought to the authority that will be expected to execute systems that call for shifts in the course or capacities of the association. Even the most innovative and risk-taking strategies fail to realize their full potential when leadership is lacking. This paper provides an explanation of what a leadership strategy is and explains how to develop one for your company. It will forever alter the way you train leaders and develop new leadership skills.

## 2.0 HOW LEADERSHIP STRATEGY IS DEVELOPED

## 2.1 Overview

Each essential chief endeavours to set up a commendable execution which is uncommon. This kind of presentation must be accomplished through successful preparation and proficient execution of systems in order to have the option to accomplish an upper hand on its business rivals. As a result, strategic leadership needs to

recognize the personnel of the organization as a valuable resource. This will empower different focal skills to be used actually and proficiently to acquire strategic advantage.

Various academicians feel that a procedure might be alluded as a stage on which any foundation can state its crucial congruity while investigating on the most proficient method to get comfortable to the changing condition to achieve the opponents saw benefits. The practice of putting policies and strategies into action while creating programs, budgets, and procedures, on the other hand, is referred to as the practice of strategy implementation.

System execution is currently viewed as a more overwhelming errand than procedure formulisation. The organization's overall performance is influenced by the quality of its leadership, according to a number of researchers. A few issues that are found in methodology execution have been associated with the jobs that pioneers take. In the absence of strong leadership, the organization may face challenges in putting the strategy into action because staff members may perceive senior managers' avoidance of troubling and intimate situations as a result of the rapid increase in competing priorities.

Organizations appear to face challenges in implementing their strategies, and leaders claimed it to be one of the most important obstacles, according to the various previous literature reviews of strategic leadership on the implementation of the strategy.

In addition, it has been discovered that the organization's leadership quality is crucial to the strategy's successful implementation. When it comes to articulating and carrying out the strategic decisions, it goes without saying that the role that leaders play in the implementation of the strategy should be carried out with the utmost care. Wan Fauziah Wan Yusoff and Muhammad Faraz Mubarak, (2019)

## 3.0 THE IMPACT OF FFECTIVE LEADERSHIP ON STRATEGIC IMPLEMENTATION

Because it provides direction throughout the strategic process, efficient leadership plays a crucial role. The provision of a connection between the organization's vision and goals and the strategic management practice is what can be considered the most important role. The essential step is attempting to decipher the essential aim by characterizing what the vision of the firm is with the goal that it tends to be perceived by everybody. From there on, it goes about as a base that empowers the improvement of the association customs where every one of the labourers are related to the association in which they work, as per the show or decorum of the association. The association's qualities coordinates the manner in which the essential cycle moves.

It is the responsibility of strategic leaders to teach, demonstrate, and put into practice the company's values and culture to the entire workforce. The environment can accommodate strategy execution due to the organization's belief in and commitment to effective leadership. The developed strategies cannot be put into action without everyone's commitment to the process. The execution of the systems requires the comprehension of jobs that every individual plays simultaneously, really at that time could their commitments at any point be powerful. Due to unforeseen circumstances and the fear of the unknown, people always resist change. As a result, it necessitates effective leadership in order to inspire people to overcome their anxieties and anticipate the change. Successful pioneers will constantly do a total evaluation of the common circumstance to find where the holes are whether inside or remotely. After the appraisal, then follows the advancement of plans that will address the holes.

Viable technique execution requires solid initiative equipped for marshalling a pool of the truly necessary skilfully capable people who are strong on functional issues. These employees are the ones who can guarantee the methodology process's success. Studies have shown that humble administration is one of the basic variables in impeding viable technique execution.

Besides, studies have shown that when the execution of the methodology has not been executed as expected, it causes a few vital interruptions and one of the most referred to issues is absence of top director's responsibility. In recent times, capable leaders who are able to influence an organization's culture of life in highly relevant ways will increase its chances of successfully implementing its strategies. Through three interrelated activities, leaders inspire commitment to embrace change: explaining vital plan, constructing an association, as well as affecting authoritative culture. A productive technique execution requires a collaboration which can't be seen without a powerful initiative.

## 4.0 THE SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE

Stephen R. Bunch, in his irrefutable book where he recognized seven propensities that are common to most profoundly viable people, composed that for genuine viability to show, one needs to set specific rules that are in

similarity with the law of normal regulation. These regulations ought to subsequently be immortal as they should be applied in all conditions. That's what the essayist recommends assuming one is to be compelling, he/she should be directed by what they plan to accomplish in life in view of the set standards. Individuals who have ended up being inadequate are constantly supposed to be driven by others' plans bringing about them dealing with their lives around squeezing matters.

The seven recognized propensities are:

**a. Practice 1: Be Proactive.** To find success in whatever venture or task that one attempts, one necessities to assume responsibility by driving simultaneously. Anything result of the cycle is because of what we decide for ourselves, be it achievement or disappointment. This subsequently implies what is going on that one gets himself/herself in gives another decision. During the time spent doing as such, an open door is made for creating extra certain outcomes another way.

To be proactive involves that one requirements to assume responsibility for his/her life, being answerable for your activities. The agenda does not include playing the blame game. In a working environment, when one is responsible for a specific undertaking, for example, dealing with the masterful course of action process, as an its chiefs its critical to show others how it's done and assume liability of the venture's outcomes since you are the driver of the entire cycle through anything that group that is designated to you to work with.

Proactive people don't blame their failures on the circumstances or conditions at the time. They own the whole interaction. However, those who do not take action are always affected and controlled by the physical environment, such as the weather.

Stephen R. Flock in summarizing propensity 1, expressed that we should have been mindful of and realize ourselves as discrete people from others and the climate. He proceeded to express that however long we can't separate ourselves and have the option to investigate our own inclinations, how we think and ache for, we have no premise of knowing and regarding others, more regrettable in any event, attempting to change ourselves.

**b.** Behaviour 2: Start considering the end. At the point when you are too bustling in your everyday exercises, it's exceptionally simple rise the stepping stool of progress just to understand that when you get to the top, you have squandered energy on a way that you have no enthusiasm for. For instance, there are individuals who have attempted professional careers up to the level of a PhD, only to find that this is not what they really wanted to be. All the time that they will have squandered would have been to the detriment of what they truly would have needed to accomplish in genuine sense. In light of this scenario, the author emphasized that before starting a new project, you should visualize what you really want to accomplish at the end of the process. As a supervisor, to be an exceptionally successful director, you really want to recognize the potential that isn't noticeable by our eyes and heart.

As the leader of the organization's strategic implementing team, I need to imagine what the finished product would look like so that I can clearly explain each stage of the process to the team members. Executing a system from commencement up to its charging without having envisioned how the final result would perform can prompt an exorbitant activity. If the final product cannot be visualized so that the entire process can be controlled to achieve the visual finesse, certain projects would fail.

As a supervisor, to be exceptionally successful, I should interface with my own uniqueness and afterward have the option to characterize my own, moral, and moral rules which can most joyfully mirror my intensions to the group that I am driving in the essential execution process. The rule of starting considering the end gives an unmistakable vision of your expected heading and objective adjusted day to day to the ideal end task by task.

**c. Practice 3: Put priorities straight.** The guideline of putting priorities straight reminds us to do things that are inside our cut-off points. It is morally acceptable to decline additional assignments that would put you at risk of failure. It's smarter to zero in on what you are fit for executing with progress than shooting on a temporary objective. A decent pioneer lays out his/her boundaries first positioning them from the most elevated to the least. Clearness of intension is the foundation of outcome of any task.

The third habit places a greater emphasis on how leaders manage their own lives, including their roles, priorities, and purpose. By priorities straight, using time effectively and occasions are coordinated in adjustment to the propensities laid out in propensity 2.

To be a fruitful and compelling group head of the essential execution group, I really want to do things that disappointments could do without to do. They don't necessarily enjoy doing them either. However, it is claimed that their resentment is outweighed by their determination. As I deal with the group, it is critical to ensure that the sequence of occasions are additionally positioned arranged by need. To ensure that everyone on the team shares the team leader's vision for the project's success, this must be made clear to everyone.

**d. Tip No. 4: Think win-win.** It has been established that two or more people need to work together to achieve effectiveness. When putting a strategic plan into action, everyone on the team needs to work together and not compete with each other. Shared benefit is an idea that ought to be commonly valuable to each colleague and the whole association in general. Everyone on the team should be happy with the solutions they come up with. To accomplish this attitude to be taught in each colleague's psyche, the group chief should serious areas of strength for be viable.

Building a person is a foundation of Mutual benefit. Integrity, maturity, and an abundance mind-set are essential characteristics of a strong leader. This infers that their activities should adjust to their actual sentiments, values and responsibilities. They must be capable of bravely expressing their thoughts and taking into account the feelings of others. By overflow of mind-set is to have a conviction that assets are a lot for everybody to have an offer.

The Mutually advantageous Trademark requires a pioneer to be empathic and certain simultaneously. In addition, the leader must be courageous and considerate at the same time. It's just when a pioneer accomplishes this equilibrium might the genuine development at any point be major.

A pioneer who is extremely gallant however not circumspect is probably going to be conceited without being thoughtful of others' sentiments. The inverse is that the pioneer can be to circumspect of others' inclination to the place where they neglect to settle major areas of strength for on that can push the activities ahead.

The critical quality in propensity 4 is to adjust it among fortitude and thought without exaggerating on any of the characteristics. On the off chance that you complete a self-review of oneself and find that you have overdone it on both of the qualities the rapidly do a change in accordance with adjust the two characteristics to satisfactory guidelines.

e. **5th Habit: Look for First to Comprehend.** Then to be perceived to be a successful pioneer, one should have the option to tune in and comprehend prior to introducing his/her view. The first rule of communication is this. The capacity to comprehend the perspectives of others before wishing to be heard and comprehended is what makes one an effective communicator. Psychological survival is just as important to a human being as physical survival. A person tries to be valued and given a listening ear.

The vast majority might want to be heard first. This is essential for human instinct however what it does is that you will more often than not overlook what others need to say on a similar subject. People frequently listen with the intention of responding rather than understanding. As a pioneer, on the off chance that you are to be successful, offer your subordinates and chance to add to the undertaking. As a leader, this will give you a chance to hear perspectives you might not have otherwise considered. After you have received all of the contributions, you explain why you believe your viewpoint is superior to other perspectives. Everyone in the group will be pleased with the outcome of the group task if this strategy is followed. This approach likewise constructs union in the gathering as colleagues feel regarded and considered as a feature of the group rather than simply being hauled into an answer that they don't feel part of.

**f. Tip 6: Synergize.** The significance of synergy lies in the respect for opposing viewpoints and the development of strengths that will compensate for the weaknesses of the group. The collaboration experience changes individuals to various levels. They will regard the chance of having a more extensive point of view on issues that influence a gathering task.

In collaboration, there is participation which is a consequence of principled-focused authority. People are created and encouraged to freely express their opinions without fear of being silenced. At the point when there is transparency for individuals to talk uninhibitedly, new choices can be made, having choices that never existed. When synergy occurs, the whole component is greater than the sum of its parts. When people begin to interact freely and are open to the influences of others, new insights can only be gained. It is possible to accomplish something that would not have been possible if the two people had worked independently. In this way, in attempting to be a successful pioneer during the well-defined plan execution, you really want to oblige the perspectives on other colleagues so collaboration is made. There is no collaboration where the pioneer drives the entire plan without obliging different perspectives.

**g.** Habit 7: Sharpen the Saw. The seventh trait of a successful leader is the capacity for resiliency and maximum patience in order to safeguard and enhance your most valuable asset. At this stage, the four components of one's personality specifically physical, profound, mental and social/close to home are re-established. We will have made a significant impact on our lives when we make investments in our health.

To sharpen the saw, we must strike a balance between renewals in all four of our needs: spiritual, mental, emotional, and physical our lives are altered and grow as a result of this renewal. The experience expands our capacity to manage whatever challenges that approach.

For a person to feel significantly better, he/she should deliberately try. Pioneers should carve out opportunity to restore themselves to carry on with a day to day existence in balance. The choice is yours to make relax and rejuvenate your life or completely exaggerate by exhausting yourself.

When it comes to leadership, timing your strategies means making sure you are prepared for the task at hand. Thus, as a group chief in the smart arrangement execution process, as far as honing the saw, I would ensure that every one of the exercises are arranged enough. I would make certain that I was in good physical, mental, and emotional health and prepared for the task at hand. All the colleagues will be appropriately advised on what anyone can do so nobody feels trapped. The colleagues will be managed the cost of a potential chance to add to the preparation of the task.

## 6.1 Definition of Strategic Planning

A process that examines future operational trends in order to align the Firm's priorities in the organization's dayto-day operations is known as strategic planning. From the lowest level of the organization to the highest level responsible for strategic implementation, this alignment can be achieved. In many associations, technique is applied to accomplish the association's set focuses in the absolute most practical and productive way. In other organizations, strategy is used to accomplish various tasks in a manner that is significantly superior to that of rival organizations. Key arranging is ordinarily executed when the association's authority needs to grasp its basic beneficiaries of its administrations, the key difficulties that influence the conveyance of its administrations and deciding the absolute most compelling and productive method for conveying its administrations to the clients. Great systems achieve responsibility, positive outcomes and concentration.

Key directors in associations are stressed over the association conveys positive outcomes and in doing as such, they guarantee that a productive system is made to enjoy serious upper hand over their opponents (Tait and Nienaber, 2010). With the augmentation of contest between rival organizations, advance in innovation and client mindfulness, this has turned into a significant apparatus for reasonable development. Key administration practice is directed by specific standards, the executives should have the option to comprehend what should be changed, the cycle that should be followed during the execution stage lastly how to make arrangements for the post execution stage to improve and make a maintainable guide (Bryson, 2004). The process of formulating a strategy is difficult enough on its own, let alone ensuring that it meets the organization's requirements (Hrebiniak, 2006).

Clients look around for the best service that provides value for their money while management strives to provide the best service to their customers. Then again, individuals from staff inside the association anticipate the best states of administration which an unrivaled to different associations. Research on administration social complexity proposes that those chiefs who hold more than one job in the association will quite often show improvement over the people who hold single jobs when they are exposed to an examination (Boal and Hooijberg, 2001).

## 6.2 Circumstances under which Strategic Planning can be applied

Associations should be coordinated and driven by a viable and effective smart course of action. The Strategic Framework model should allow the plan to link to the budgeting process and contribute inputs.

The strategic plan's goals and anticipated outcomes are documented twice a year as part of the review process. These smart courses of action and the work plans should be incorporated with the goal that they address similar targets. Functional plans which typically address transient functional objectives, results, undertakings and series of activities pointed toward accomplishing the expected objective. Tools for strategic planning aren't just for businesses; they can also be used on a personal level as part of strategies to help people complete work tasks. At the point when one chooses to apply vital arranging apparatuses at individual level, the methodology as far as data sources and the sort of inquiries posed is equivalent to that of an association level. This approach will foster the singular's capacity to participate in arranging programs for groups and at corporate level.

## 6.3 When is Strategic planning done?

This planning can be done twice a year within individual departments to fit into the bigger picture at the organization level, depending on the budget cycle of the organization. The strategic planning process is similar to the budgeting process, which begins at the section level and moves up to departmental and then corporate levels. All of the departmental small plans are examined and merged into the organization's main strategic framework at the corporate level. Every individual director, presents his arrangements with avocations during the half-yearly planning process. Contingent upon conditions, other departmental smart courses of action might need to be created external the centralized computer.

If a new challenge that was not anticipated suddenly arises, completely altering the landscape of the original plan, it may be worth a great deal of money to conduct a strategic planning exercise. This is one example of a situation in which a department may be required to develop its plans outside of the main plan. The other event when a masterful course of action should be made is when there is another group or division that is set up. They will require functional rules consequently the need to foster a well thought out course of action at the very initiation.

## 6.4 Strategic Leadership

The vital responsibilities regarding any essential chief is to have the option to keep staff roused and have responsibility towards key execution in the association. The essential chief is one who can facilitate every one of the exercises by making more proficient and compelling cycles that are adjusted to the authoritative objectives. As indicated by Matthias and Sascha (2008), the board's liability is to ensure that the association's assets are conveyed similarly among every one of the penniless region of the association. Along these lines, Brew and Eisenstat (2000) that's what in their review expressed assuming there was no harmonization of across different segments of the association as well as adequate administration abilities across the progressive stepping stool that would add up to impeding the improvement of system execution. Then again, Zaribaf and Bayrami (2010) gathered the administration significance in three basic obligations, in particular: having control of the essential cycle, command over the affiliations, and having command over training. As per Ansari (1986), referring to the without a moment to spare way of thinking as applied to buying, composed that it was vital that pioneers at the high level of the association show extraordinary responsibility in the administration of the methodology execution process. One more review that was directed on state claimed organizations in Zimbabwe, (Mapetere et al, 2012) found that unfortunate authority association in the execution of the procedure added to disappointment of systems in every one of the organizations that were considered. Different examinations by Scientists have likewise assessed the tension of various levelled administration in procedure execution. O'Reilly, et al, (2010) then again, reached the resolution that authority abilities when applied by compelling pioneers while managing staggered structures produce extraordinary improvement in the exhibition while carrying out systems.

## 6.5 Strategy Implementation

As indicated by Bradford et al (2000), the demonstration of applying methodologies and approaches during the most common way of creating projects and financial plan definition is known as procedure execution. (Hrebiniak, 2006) made the following addition to the definition: The creation of a strategy is difficult. In any case, guaranteeing that the planned procedures work in the foundation is significantly more convoluted".

According to Schaap (2006), Thompson & Strickland (2010) added their voice to the definition of strategy implementation by stressing that the task of executing the strategies and the time it takes to do so is the only part of the entire strategic management process that can be said to be complex.

## 6.6 Barriers to Effective Strategy Implementation

Due to a variety of factors, numerous institutions appear to encounter difficulties in putting their strategies into action. Throughout the long term, those that have concentrated on system and its execution in associations have uncovered a ton of issues in the execution of methodologies. Much as there are differing purposes behind

inability to execute techniques in the associations, most of disappointment cases can be credited to absence of satisfactory assets required for the fruitful execution of the errand (Gurowitz, 2007).

As per Kaplan and Norton (2001), their contention was that there was a great deal of exploration in the subject that has thought of a few impediments to system execution. The preparatory stage of a strategy is not nearly as important as the strategy's execution. According to Niven (2002), the successful implementation of a winning strategy that has been carefully planned cannot be compared to its planning. The various stages in the process each are fundamentally unique.

Change the board is a result of system. Accordingly, the most outrageous impediment to methodology execution is protection from change. The strategic change process is used by an organization to move from its current state to where it intends to be in order to improve its competitive advantage (Hill and Jones, 1999). The achievement or disappointment of the whole not entirely set in stone by the way of behaving of the people that have been accused of the obligation of overseeing and executing the methodology in the association (McCarthy et al, 1986).

There are times when the change process doesn't go as planned. It some of the time achieves struggle and protection from change which should be overseen appropriately to keep away from it adversely affecting the activities of the association. A few people in associations attempt by all means to crash the change cycle thus they cause the methodology execution be a troublesome undertaking to execute. (Lynch, 2000). The feeling of dread toward the obscure is typically the primary driver. Because of this, it is critical that all stakeholders receive adequate information regarding the change and the advantages that will result from the change process. For the benefit of the organization, those who continue to resist should be permitted to leave.

Technique execution requires coordination and appropriate preparation at all primary levels of the association. Okumus (2003)'s studies indicate that strategy implementation becomes challenging when these requirements are absent throughout the process and junior staff members oppose it. Freedman (2003) says that when it comes to putting a strategy into action, there are a few problems. The list includes, but is not limited to, employment termination, stakeholders' lack of seriousness, straying from the intended strategic direction, losing strategic focus, abandoning the strategy, not knowing how the strategy is progressing, key team members burning out from exhaustion, refusing to accept dissenting views, and ignoring success when it occurs.

In a separate study that was carried out by Sterling (2003), he attributed the failure of strategies to sudden changes in the market, diminished support for the project from senior management, competitors taking advantage of inadequate resource allocation and moving in to outdo whatever you have put in and refusing to own the project by accepting that it can succeed. Finally, Freedman (2003) suggested the following measures to be adhered to in order to take care of all the pitfalls that are associated with the failures of strategy implementation: work mutually on the procedure; putting arranging as vital; guaranteeing that a manager practices direct command over a subordinate; making the cycle less muddled; what's more, fixing an issue goal framework.

With regards to their thought process were the prescribed procedures, Kaplan and Norton (2001) their accommodation involved breaking the entire cycle into more modest units with regards to the execution of the methodology in associations: checking execution by guaranteeing that hierarchical cycles are successfully done on a day-today premise; clarifying the methodology for those agents at the most reduced finish of the cycle to kill hypothesis; aligning a company's culture with its business strategy. Management must alter and align its vision for the company with its leadership goals, various departments, culture, and individual employees as part of the approach; spur the staff to relate the procedure's prosperity to their work; and supervise to ensure that strategy continues well beyond the process.

## 6.7 Key Drivers to Strategy Implementation

As stated by Ashkenas & Francis (2000); 2000, Beer & Nohria; Provide food &Pucko, 2010) have given unmistakable quality to the significance of formulating and carrying out a methodology, with more conspicuousness given to the preliminary phase of the technique due to its significance to the condition of existing and development of the association. As referenced before in this paper, thinking up a methodology than executing it is more straightforward. Implementing a strategy necessitates exceptional leadership skills, precise planning, and the ability to reconcile resource allocation to the various activities. It also necessitates safeguarding the people's interest in the new strategy. At the same time, it necessitates the ability to be imaginative, to demonstrate excellent business knowledge, and to evaluate the organization's potential business

opportunities and core competencies. Then again, thinking up a system is a project of ranking directors, its execution is the occupation of center and lower levels of the executives.

It's a given that senior administration's job the readiness of a methodology that is fit for delivering the ideal result and deciphering it in straightforward language for the centre and junior administration to have the option to execute it. Therefore, the design must be excellent and to the point for the strategy implementation to be successful. There is a good chance that the entire strategy creation and implementation process will fail if that link fails during the design phase.

As per Raps (2005), there are around 10 key elements which pioneers can utilize to guarantee that there is a smooth, fruitful methodology execution process. Raps proposed that top chiefs should be completely dedicated to the system execution process. Second consider request of noticeable quality is that centre administrators important information on the association tasks should be tapped and utilized right all along. The main difficulty is that these centre and lower directors' significant information is typically precluded at the system definition stage yet they groups plentiful useful experience from activities.

All in all, it is normal that the pioneers will cook for possibilities by adding additional chance to be considered for startling occasions. According to Fourie (2007), key factors that drive strategy implementation are as follows: Human capital drivers, which include organizational culture, strategic leadership, and reward systems, and structural drivers, which include resource provision and organizational structures.

## 6.8 The Role of Strategic Leadership in Strategy Implementation

When developing a successful strategy, Cater and Pucko (2010) emphasized the significance of having a pool of highly skilled operational staff. The progress of smooth methodology execution process should have a blend of centre and low administration human asset and top initiative to drive the program.

According to Lorange (1998), it was suggested that senior managers and the chief executive officer (CEO) were responsible for providing a comprehensive explanation of how the entire procedure would be carried out through the organizations various sections or departments. Protecting employees' loyalty to the project and ensuring that they fully commit to utilizing their skills and in-depth knowledge of the business and strategy is the most significant impediment to the successful implementation of the strategy.

Considering the abovementioned, it tends to be seen that successful initiative is more basic than some other perspective. When it comes to driving the strategy, top leadership that is multi-skilled in operations and human capital management is more effective. Beer and Eisenstat (2000), on the other hand, approached this issue from a different angle: their view is that where compelling administration is missing, contrary needs will bring up questions among the specialists as ranking directors select to avoid circumstances that are probably going to cause humiliations. If a leader wants to get the most out of their staff during the strategy implementation process, then one of their responsibilities is to ensure that staff are motivated, that events are properly coordinated, and that all processes are streamlined to the institutional structure.

One more job expected of a successful forerunner in the procedure execution process is to guarantee that staff are appropriately prepared to address the difficulties of the everyday running of the association. The aggregate of the organization's information and abilities is the Human resources that is accessible in the association. Since it has been recognized that the organization's whole labour force is a basic asset which has multitudinous centre skills, Key pioneers are supposed to outfit this asset to infer upper hands over the business rivals. This asset is hence expected to be exploited actually to serve the association. Any chance for staff to upgrade their insight is enormously valuable and this purchases their all-out responsibility when called upon to deliver their abilities. Ceaseless expert improvement for the labour force is an extraordinary venture which brings about specialists becoming innovative and adequately scholarly, the nature of workers with the ability to shape an extremely viable gathering (Ireland and Hitt, 2005).

## 7.0 CONCLUSIONS

The examination of the course of methodology execution in this task features the effect that essential administration plays in the entire cycle. Pioneers shouldn't avoid taking liabilities. Throughout the processes, responsible leaders always make sure they can produce the desired result. The personnel or condition of having the option to see ahead is an enrichment that pioneers are gifted with in their mission to direct associations in the

essential preparation and execution process. The essential target of the association is accomplished through methodology detailing, while with regards to execution, a fundamental variety of the arranging grid is applied. Through the writing audit that I did on procedure execution, I have reasoned that essential administration influences decidedly in the execution of the methodology in the association. The positive effect is liable to having the proper and powerful style of authority that can be applied in the steadily changing circumstance of association.

In addition, we can deduce that effective strategic leadership is essential to propelling the organization forward toward prosperity in order to gain an advantage over rival businesses. In a sense, it is evident that effective strategy implementation occurs when leaders employ their skills with the staff they have at their disposal. This likewise must be praised by legitimate association abilities, staff inspiration, culture working, as well as thinking up an incredible fit methodology. To have an edge over the contenders, the administration style which is viewed as the centre of the association should be powerful and effective.

At last, one might say that it takes quality authority to begin the assessment system to take a gander at the capacity of the whole administration working effectively. Through continuous improvement and change, the process of assessing the leadership will reveal the flaws and strengthen the strategies. In addition, the assessment process will assist management staff and leaders in sustaining and supporting the organization's sudden expansion while effectively implementing strategies.

#### REFERENCES

- Aaltonen, P. and Ikävalko, H. (2002). Implementing Strategies Successfully. Integrated Manufacturing Systems, 13 (6), 415-418.
- Aldehayyat, J. S. and Anchor, J. R. (2010). Strategic Planning Implementation and Creation of Value in the Firm. Strategic Change, 19, 163-176.
- Allio, M.K. (2005). A Short, Practical Guide to Implementing Strategy. Journal of Business Strategy, 26, 12-21.
- Ansoff, H. I. (1990).Implanting Strategic Management, 2<sup>nd</sup> Edition, England: Prentice Hall. Ashkenas,. R. & Francis S. 2000. Integration managers: Special leaders for special times. Harvard Business Review, 78 (6), 108-116.
- Atreya, C. A. (2007). Corporate Culture and Strategy Implementation: European Journal of Strategy. 5(4), 297-314.
- Bryman, A and Bell, E. (2003).Business Research Methods Oxford University Press. Beer, M., &Nohria, N. (2000).Cracking the code of change. Harvard Business Review, 78 (3), 133-141.
- Boal, K.B.,& Hooijberg, R. 2001. Strategic leadership research: moving on. Leadership Quarterly, 11(4), Winter: 515–549.
- Beer, M., and Eisenstat, R.A. (2000), "The Silent Killers of Strategy Implementation and Learning". Sloan Management Review, summer, 29-42.
- Cater, T., & Pucko, D. (2010). Factors of effective strategy implementation: Empirical evidence from Slovenian business practice. Journal for East European Management Studies, 15(3), 207-236.
- Daft, R. (2009). Management (9th Edition) .USA: South Western, Cengage Learning.
- Freedman,. M. (2003). The Genius is in the Implementation, Journal of Business Strategy, 2, 4.
- Gole, R. (2005). "Responding to the competitive challenge of the1990s", International Journal of Contemporary Hospitality Management, 2(3), 1-3.
- Gurowitz, E,.M. (2007), Challenges of Strategy Implementation: Bespoke Solutions: Jill court.
- Hill,C.W.L. and Jones, G.R. (2001).Strategic Management Theory, Houghton-Mifflin Company, Boston, MA.
- Hitt, M.A., Ireland, R.D. & Hoskisson, R. E. (2007). Strategic Management: Competitiveness and Globalization, 7<sup>th</sup> edition. Ohio: Thomson/South Western.