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Sustainable leadership & Organization

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UNIT TITLE: Sustainable leadership & Organization

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Table of Contents

Part A: Question & Answer based 2,500 words (+/- 10%) Each question carries 10 marks:....	3
a. As a CEO of large organization in UAE in the Healthcare sector, what are the leadership qualities that would be required (minimum of five)? Explain each of them providing examples.....	3
b. As a GM in a large private clinic in UAE, which three leadership styles would you use and why? Give examples.	4
c. You are an operations manager in a public hospital, and you have seven difficult people that you need to co- operate with. What strategies would you use? Give examples?	6
d. Why is emotional intelligence an important quality, to be a successful leader, especially in this current time (2021)?	7
e. Why Mr. Steve Jobs is considered as a great leader? What qualities did he implement? Give examples	9
Part B: Case Study based 3,500 words (+/- 10%).	10
Executive Summary	10
Questions relating to the case study. Each question carries 5 marks.....	11
1-As a leader what leadership qualities would you use to increase employee's performance?	
2-What leadership styles would you use with these difficult 38 employees? Why?	14
3-What are the change strategies that you would conduct for improvements? Why?	16
4- What is the strategic thinking and tools that you would use to make these changes swiftly and successfully?	18
5- .What strategies would you use to ensure that the strategies that you have selected are effective and efficient?	22
6- What recommendations would you provide to the CEO for this company? Why?	23
Conclusion:	24
References.....	25



Part A: Question & Answer based 2,500 words (+/- 10%) Each question carries 10 marks:

1. Answer the following questions in detail with examples as applicable:

a. As a CEO of large organization in UAE in the Healthcare sector, what are the leadership qualities that would be required (minimum of five)? Explain each of them providing examples.

The nation of UAE is unique in the Middle East that attracts the diversity of the globe here. So being the CEO of a hospitality industry needs to have the following:

- Knowledge of the local, as well as international languages, makes the communication more intimate with the clients concerned which again is key for the related developments. The nation and the people of UAE are very relationship-oriented so that is key to make new clients within as well as from outside. (Eastwood, 2022)
- The knowledge or skills of forecasting is important as the nation is a hub for investments and trading. The forecasting of the CEO makes the assumptions of what is to come next to be prepared for the next set of operational goals.
- The UAE is an oil-dependent nation so the price of oil is key to the business interest of any kind including hospitality. The ways the FOREX works is key as a skill for the

CEO there to know and understand the pricing issues and change in revenues in other currencies as it's an international hub.

- The understanding of the client's needs from all parts of the globe and give them a unique experience that is new to a certain client from a certain culture. The need to give them a new environment and utilities as part of the stay makes the best of guest experience that is key for the industry.
- The knowledge and use of the internet and assimilations of the same with the business are key these days. So, the CEO has to best know what they want and how to get the needful done for the futuristic use like advertisements and bookings.
(Eastwood, 2022).

b. As a GM in a large private clinic in UAE, which three leadership styles would you use and why? Give examples.

These three are the leadership styles that I will be using in my tenure

1. Transactional Leadership

What involves your mind after you see the word "transaction"? In literal terms, it means that the agreement to shop for or sell one thing. during this case, the deal is between the leader and followers.

Transactional leadership may be a "give and take" situation. Reward or penalizes your staff per the organization's standards. everybody is aware of what to try and do, why to try and do it, and to what normal. analysis of worker performance happens with predefined criteria and goals. (Jaiswal, 2022)

This vogue will be effective if the workers also are intended by perks and advantages. It works best wherever the tasks area unit repetitive and goal-oriented.

Key characteristics of transactional leadership vogue

Focuses on taciturn goal setting and human action clear expectations to the workers.

The employees got to be equally intended by obtaining the correct quantity of rewards and recognition.

Ideal for big companies with world groups.

Transactional leaders like typical work flow and satisfy the daily quota. (Jaiswal, 2022)

Works best with giant companies with routine jobs wherever the team is already intended and area unit specialists WHO want a bit direction.

2. Transformational Leadership

Transformational-leadership-style-vantage-circle

"If you would like one thing new, you've got to prevent doing one thing previous."

– Peter Drucker

This leadership vogue believes within the thought of remodeling something into one thing higher. Transformational leaders offer the team members opportunities to explore totally different concepts and approaches. They let their inventive juices flow.

You make your team feel that you simply care concerning them by golf shot them 1st. You specific care and concern for your team members and their issues. It fosters a way of bonding, belonging, and loyalty towards the organization.

But looking forward to praise and nurturing can even cause mediocre performance over time. It can even lead to an absence of sturdy, clear direction for the corporate. Leaders ought to establish a balance to make sure that individuals aren't getting too snug. (Jaiswal, 2022)

Key characteristics of Transformational Leadership vogue

Works best after you want recent concepts or new views.

There is conjointly a specific craving for risk during this leadership vogue. it's as a result of leader's area unit continually on the lookout for higher ways in which. It means that going out of one's temperature.

This vogue encourages each the skilled and private growth of the workers.

Use this vogue once your business needs constant innovation and moving earlier than the gang, like the net or IT industries.

3. Servant Leadership

Servant-Leadership-style-Vantage-Circle

The servant leaders care for the thought of service 1st, lead later.

This sort of leadership runs on the saying, "You manage people the method you'd wish to manage." You make sure that everybody is aware of their job. make sure that they need all the tools and provides they have before they start. If they don't, you provide them everything they have to succeed.

This vogue may be a favorite among the staff. It works wonders for worker morale and worker expertise. however, if you don't balance it, this may cause your team running the show. It may end up during a lack of authority, a bit direction, and vision. (Jaiswal, 2022)

Key Characteristics of Servant Leadership vogue

This vogue encompasses a high degree of awareness toward the team. Leaders of this class area unit nice listeners. It provides them a more robust understanding of the team's strengths and weaknesses.

Great for building respect, trust, and loyalty.

Helpful in building a solid company culture. (Jaiswal, 2022)

c. You are an operations manager in a public hospital, and you have seven difficult people that you need to co- operate with. What strategies would you use? Give examples?

It is important sense; Operations manager is responsible for all aspects of creating goods and services. It manages resources such as materials, Machines, Technology, People and makes products and 7services that the marketplace needs. The whole chain of events must be well managed for a business to be competitive. (Editorial Team, 2022)

Planning: operations managers must consistently forecast, plan and adjust to optimize processes based on conditions.

Process: Production of goods or services requires having strong repeatable processes.

Efficiency: Managers must troubleshoot bottlenecks, inadequate resources, and adding times to create optimal efficiency.

Cost Control: Production is typically a major part of company's cost structure, and you must manage it wisely.

Quality: Good quality control is necessary to maintain customer satisfaction and the company's reputation. Companies can greatly suffer without it.

Continuous Improvement: To remain competitive, Companies need to have processes in place to consistently seek better ways of doing things.

Technology: Undertaking all of these foundations is technology well-used technology keeps a company ahead if the curse.

Profitability: Executed properly, All of the above foundations lead to a strong bottom line. (Editorial Team, 2022)

d. Why is emotional intelligence an important quality, to be a successful leader, especially in this current time (2021)?

Pioneers confronted new difficulties in 2021. Running an association and driving a group has never been simple. However, those in administrative roles were asked likewise to turn innovatively, maybe to save occupations and save individuals' wellbeing and security in a more critical manner than any other time. (Jaiswal, 2022)

As Johns Hopkins University analyst Laura K. Murray saw in April, "there is no question that authority will be quite possibly the most intensely tried skill all through the Covid pandemic."

The worldwide pandemic saw representatives moving to remote work, or a crossover blend of office-based and virtual work. Exploration from the Adecco Group shows three out of four representatives liked the expanded adaptability and independence, and 75% of them needed those to persevere. (Jaiswal, 2022)

As they explored the recently adaptable workplace, while agonizing over their prosperity, these representatives were searching for pioneers that consideration. In the Adecco Group review:

74% of workers need their administrators to exhibit an authority style zeroed in on sympathy and a steady disposition.

70% of respondents said that feeling they have "the right help accessible for their psychological prosperity is critical to their functioning life."

Patterns of media reporting are hitting us with an interminable siege of tension inciting features. Our online media is gushing out done with individuals grumbling with regards to the unending social separating. A large number of us have been homebound for almost a year alongside similarly baffled and restless accomplices and youngsters. We are needing a sense of security and being esteemed. Enthusiastic Intelligence administration helps addresses those issues. (Jaiswal, 2022)

How EQ Leadership Suits Pandemic Pivots

The people who have high passionate knowledge are "ready to handily assemble connections, have individual respectability, can be rousing, and have fantastic relational abilities, among other positive characteristics." It's not difficult to envision how these traits would resound, especially amidst a worldwide pandemic's vulnerability. (Jaiswal, 2022)

The genuinely wise pioneer is bound to effectively oversee numerous connections in an emergency. Rousing others and overseeing struggle, for example, is more straightforward for those pioneers who can associate on a more profound level through EQ.

Pioneers with high EQ know themselves. They can adequately self-control and self-propel through a troublesome, unsure time. Coming from a strong self-establishment, these pioneers can connect adequately with others. They consider staff to be individuals, not only makers of results. They additionally put in the additional energy expected to check in with themselves to oversee how they go over in their collaborations with representatives. (Jaiswal, 2022)

By rehearsing compassion, the EQ chief can envision how direct reports are encountering remote work and their feelings of dread for relatives' wellbeing. Passionate insight makes "mental security." Connecting with staff through sympathy can cultivate expanded commitment. This, thusly, further develops concentration and efficiency.

Further, with their magnificent correspondences' abilities, these pioneers can truly pay attention to individuals who are working basically and better get what they are thinking and feeling. This association can help the staff member battling with the disconnection of telecommuting to feel more drew in and heard working. (Jaiswal, 2022)

The EQ chief is additionally taken advantage of group elements and attempts to give everybody a voice. This further develops organization culture, which is even more basic since individuals are working together dominantly by means of PC screens.

Hazard taking is likewise more probable in a workplace where people have a sense of security and upheld. Your kin might be readier to adopt an inventive strategy to critical thinking, move forward to difficulties, and shake things up. This is the place where the development occurs, which could be every one of the more fundamental in occasions when business should rapidly adjust to new limitations and client needs. (Jaiswal, 2022)

e. Why Mr. Steve Jobs is considered as a great leader? What qualities did he implement? Give examples

Alteration differentiates between a leader and a member." is one of Steve Jobs's famous Quotes. Steve, is a prominent character ideal for several developing managers, marketing bodies, and great leaders all across the globe.

Steve has several variations in his name. He is the co-founder of the Apple business and produced one of the various commercial, high-tech telephones. He has commenced his own business at a very immature age.

Steve Jobs has bestowed to the system how to visualize and realize your goals even if there are numerous obstacles. Learners should look up to him because he has determined that his dream and determination give him multiple role models.

Qualities did he implement are-

1. Jobs could recognize brilliance.
2. jobs could understand in his ideas, absolutely and without problems
3. jobs could believe and back the bright ideas of others, like Woz and Lasseter.
4. jobs could pinpoint a dilemma, like an answer in developing a Pixar movie, even if he did not understand or did not tell them how to revenge it.

Example: He could do this to the period that it could be deemed misleading the commodity or misleading. However, I am sure he explained it by announcing he showcased the potential technologies that others could not understand.

Part B: Case Study based 3,500 words (+/- 10%).

Executive Summary

Strategic leadership involves discovering what it is that the organization needs to do well and more importantly *can* do well in order to grow into the future. Having made these discoveries it involves creating the conditions that enable collective effort around their implications. This can only happen if the organization understands strategy as a learning process. The primary role of strategic leadership is to enable organizations to become centers of learning, and to drive this process by continually developing and discovering strategy and holding it in an ongoing state of becoming – formulation, implementation, reassessment and revision. (Hughes & Colarelli)

There are five primary elements to making strategy a learning process:

1. You need to assess where you are – the competitive environment, as well as the organization's internal reality;
2. You need to understand who you are and where you want to go – what is the unspoken and spoken culture of the organization and it's leadership; what is it's mission, vision and values; where do we see it in the future (10 or 20 years); how far and in what direction do we need to travel in order to get there?
3. You need to learn how to get there – this involves drawing on insight, information and vision to determine the priorities and craft the strategy. What are the key determinants of long-term success for your business within its specific industry; how will we address the human and organisational capabilities that are essential to the implementation of this strategy?
4. You need to make the journey – translate the strategy into action; into tactics; and get movement in every part of the organization. (Hughes & Colarelli)

5. You need to check progress – continually assess the organization's effectiveness; look at current performance verses expected performance; are we making the right investments now to assure our sustainable competitive advantage into the future

While the CEO is ultimately responsible for deciding which path an organization should take, many people in all parts of the business play a part in its strategic leadership. Since strategy is a process of discovering, it has both top-down and bottom-up elements. Failure to enable this means that you may miss critical information and opportunities. Whoever makes decisions that have consequences for the rest of the organization is in a position to and should exercise strategic leadership – no matter how high or humble they may be. In addition, strategic leadership is a collaborative, team activity, enhanced by the work of strategic leadership teams whose collective work has strategic implications for a business unit, product line, service area, functional area, division or company. (Hughes & Colarelli)

Questions relating to the case study. Each question carries 5 marks.

1- As a leader what leadership qualities would you use to increase employee's performance?

As a strategic leader, leadership qualities that I would use to increase employee's performance and efficiencies are as follows: -

1. Don't be afraid to delegate -- While this tip might seem the most obvious, it is often the most difficult to put into practice. We get it – your company is your baby, so you want to have a direct hand in everything that goes on with it. While there is nothing wrong with prioritizing quality (it is what makes a business successful, after all), checking over every small detail yourself rather than delegating can waste everyone's valuable time. Instead, give responsibilities to qualified employees, and trust that they will perform the tasks well. This gives your employees the opportunity to gain skills and leadership experience that will ultimately benefit your company. You hired them for a reason, now give them a chance to prove you right. (Eastwood, B.)

2. Match tasks to skills -- Knowing your employees' skills and behavioral styles is essential for maximizing efficiency. For example, an extroverted, creative, out-of-the-box thinker is probably a great person to pitch ideas to clients. However, they might struggle if they are given a more rule-intensive, detail-oriented task. Asking your employees to be great at everything just isn't efficient – instead, before giving an employee an assignment, ask yourself: is this the person best suited to perform this task? If not, find someone else whose skills and styles match your needs. (Eastwood, B.)

3. Communicate effectively -- Every manager knows that communication is the key to a productive workforce. Technology has allowed us to contact each other with the mere click of a button (or should we say, tap of a touch screen). This naturally means that current communication methods are as efficient as possible, right? Not necessarily. A McKinsey study found that emails can take up nearly 28% of an employee's time. In fact, email was revealed to be the second most time-consuming activity for workers (after their job-specific tasks). Instead of relying solely on email, try social networking tools (such as Slack) designed for even quicker team communication. You can also encourage your employees to occasionally adopt a more antiquated form of contact ... voice-to-voice communication. Having a quick meeting or phone call can settle a matter that might have taken hours of back-and-forth emails. (Eastwood, B.)

4. Keep goals clear and focused -- You can't expect employees to be efficient if they don't have a focused goal to aim for. If a goal is not clearly defined and actually achievable, employees will be less productive. So, try to make sure employees' assignments are as clear and narrow as possible. Let them know exactly what you expect of them, and tell them specifically what impact this assignment will have. One way to do this is to make sure your goals are "SMART" – specific, measurable, attainable, realistic, and timely. Before assigning an employee a task, ask yourself if it fits each of these requirements. If not, ask yourself how the task can be tweaked to help your workers stay focused and efficient.

5. Incentivize employees -- One of the best ways to encourage employees to be more efficient is to actually give them a reason to do so. Recognizing your workers for a job well done will make them feel appreciated and encourage them to continue

increasing their productivity. When deciding how to reward efficient employees, make sure you take into account their individual needs or preferences. For example, one employee might appreciate public recognition, while another would prefer a private “thank you.” In addition to simple words of gratitude, here are a few incentives you can try: (Eastwood, B.)

- PTO: Instead of a bonus or raise, you can offer your employees additional paid time off without having to use their vacation or sick time.
- Take Them Out for a Meal: You can take the team out to lunch, dinner, or happy hour ... or if you’re practicing social distancing, send a Grub Hub or Door Dash gift card.
- Send a Handwritten Note: Sending a handwritten note shows you recognize the great work your employees have done and that you care enough to put your own personal time into thanking them.
- Lazy Monday Coupons: Another option is a “Lazy Monday” coupon, which allows employees to arrive late on a Monday morning.
- Tell Your Boss: If you email the team or team member thanking them for their work, considering copying YOUR boss on the email.
- Try a Wellness Program: Consider implementing a workplace wellness program to cut down on the number of sick days and reduce your company’s overall health insurance spend.

6. Cut out the excess -- If possible, try not to give employees smaller, unnecessary tasks when they are focused on a larger goal. Take a look at the team’s routine, and see if there is anything that you can cut to give employees more time to focus on higher-priority assignments. For example, if employees are asking to write daily reports for their supervisors, but supervisors generally don’t have time to read them, consider cutting the word count requirement. Doing something simply as a formality is wasting valuable time that could be used for accomplishing goals that actually help your company. (Eastwood, B.)

7. Train and develop employees -- Reducing training, or cutting it all together, might seem like a good way to save company time and money (learning on the job is said to be an effective way to train, after all). However, this could ultimately backfire.

Forcing employees to learn their jobs on the fly can be extremely inefficient. So, instead of having workers haphazardly trying to accomplish a task with zero guidance, take the extra day to teach them the necessary skills to do their job. This way, they can set about accomplishing their tasks on their own, and your time won't be wasted down the road answering simple questions or correcting errors. Past their original training, encourage continued employee development. Helping them expand their skillsets will build a much more advanced workforce, which will benefit your company in the long run. There are a number of ways you can support employee development: individual coaching, workshops, courses, seminars, shadowing or mentoring, or even just increasing their responsibilities. Offering these opportunities will give employees additional skills that allow them to improve their efficiency and productivity. (Eastwood, B.)

8. Think big picture -- Things that might seem like an inefficient use of time to you now, might actually be to your advantage in the long run. So, before vetoing an apparent misuse of time, ask yourself how this could possibly benefit your company. Investing in HR software now can save your company – and your employees – countless hours down the road. From automated onboarding to payroll that runs itself, embracing HRIS technology will improve efficiency, reduce frustration, and help your business grow. By utilizing a number of our efficiency tips, you can be sure that you don't fall behind and put that extra hour to good, productive use. (Eastwood, B.)

2- What leadership styles would you use with these difficult 38 employees? Why?

As the General Manager of "AAA Healthcare LLC", the leadership style I would use is the Transactional Leadership. Since I am experiencing problems and difficulties with the 38 employees under my supervision and have the means on reducing overhead costs by 27% wherein salary and employee perks are a type of overhead costs, I am responsible to have an effective and efficient operation within the company. With this type of leadership, I will focus on rewards or benefits and punishments or penalties based on the performance of every employee.

Along with this leadership style, the goals, responsibilities, and tasks were clearly stated and defined that will guide the workers to keep motivated. Being well compensated will help the employees to be inspired to work well and be productive and to avoid bad actions and behaviours that will possibly give them punishments. Knowing the concerns of the employees, it is best to give them incentives for the good work they have done. This leadership style is more likely a "give and take" approach where the employee will get what he/she deserves based on his/her performance. When you give bad actions like unproductiveness, you will take right punishments and when you give excellent work, you will take a great prize.

When considering this situation, the GM of the organization has to adopt different leadership styles in order to handle these difficult employees. Since the overhead costs has to be reduced by 27% the GM cannot provide more resources or financially invest in order to make the employees calm down and focus on the performance.

➤ 11 females and 7 males: Since these employees are performing better and meets the customer requirements effectively the GM can focus on adopting a participative leadership here. For these employees the GM can provide them space to share their ideas and opinions, provide recognition etc. in order make them privileged. This can influence them to shape their behaviour and can act accordingly to the subordinates also.

➤ 2 female and 9 males: These employees are weak in their performance. For these employees the EM can initially take up participative leadership through sharing resources, providing recognition, providing feedback etc. If they don't change their performance then the GM can be autocratic and can take disciplinary action like suspension, termination etc.

➤ 2 females and 7 males: For such kind of employee the GM can adopt servant leadership style through which GM can inspire these employees through becoming a role model for them. Such kind of leadership style can make the employee more active and encouraged to do their works in an appropriate manner.

- **Explanation**

The style apt for this seems to be Transactional Leadership out of the five common leadership styles because employees are not motivated to work efficiently for the company. It is said that employees have many concerns due to Covid-19, proper compensation will give them motivation to work well knowing that they will receive satisfaction based on their good performance. Some employees are committing mistakes and had improper behaviours that should be punished while good employees must receive rewards. When you are being transactional as a manager, you will set the roles and responsibilities of your subordinates to keep them aligned with the work that must be done and use rewards and penalties to get your employees to perform at their best.

Examples: An easy example is a teacher, as the teacher leads the class, there are tasks and responsibilities that every student must do. When a student performs very well, the student will receive a good mark on grades but if the student does not do good with his/her studies, he/she will receive low grades.

3- What are the change strategies that you would conduct for improvements? Why?

Planning, openness as well as honesty, communication, and employee engagement are all effective change management tactics. Before you present a suggested change to your team, make sure you have a clear strategy in place that includes, at the very least, when, how, and why the change will occur. Ideally, you'll have documented the tasks that will bring you where you want to go, described new or changing duties for those who will be impacted, created a fully established timetable, and come up with replies to any objections. The importance of transparency cannot be overstated. One of the most challenging part of organizational transformation is that it often occurs in stages or requires a degree of discretion from the management team or specific employees. However, it's important to be as transparent as possible with your employees, especially if the change will be significant - even if you can't give them all of the information, being upfront or on the first phase about the pieces you can share (and precisely explaining their impact) will go a great way in making your employees feel more at

ease. In this instance, a leader should be open and honest about the company's direction. The information that the firm is under liquidation should be communicated to the workers by the leader. The change in question is beneficial; nevertheless, when the change is in reaction to difficult circumstances or may have short-term negative consequences, it becomes more difficult. However, being as honest with the employees as you can is typically the best course of action: sugarcoating, too optimistic presentation, and unrealistic results will only make the staff suspicious and mistrust of your motivations. While it's crucial to project a positive image to your team as a manager, do so in a manner that recognizes possible obstacles and negatives.

Maintain open channels of communication with your personnel. Take the time to explain why the change is taking place and how it will be implemented. Leaders should be available to queries, host team meetings, and allow subordinates to come visit them and discuss their issues or ideas in a neutral setting. Communication is critical in these difficult times, particularly for those who are used to working remotely. When the organization undergoes a significant shift, there will be many questions since everything is new, and they will need answers to those questions in order to have a better knowledge and should also be able to carry it out effectively and appropriately. Employees should be able to grasp where the company is now, where it has been, and where it is headed. What role does the change play in the company's past, and how will it influence its future? By explicitly laying out the philosophy and strategy behind the change, employees will be able to understand how it fits into, or evolves from, the company model they've gotten used to. Above all, go back to fundamentals and concentrate on preserving and exemplifying outstanding leadership skills. Inspire your team; display strategic thinking; be open-minded and adaptable; and demonstrate to your team that you have their best interests at heart. A successful leader can assist his or her team face the challenges of change with confidence and clarity, no matter how difficult they may be. Strong leadership requires having a pool of change management tactics at your disposal at all times.

4- What is the strategic thinking and tools that you would use to make these changes swiftly and successfully?

Do whatever it takes not to be hesitant to assign - While this tip might have all the earmarks of being simply the most obvious, it is routinely the most difficult to join. We get it – your association is your kid, so you need to have a prompt hand in all that goes on with it. While there isn't anything terrible with regards to zeroing in on quality (it is what makes a business productive, taking everything into account), taking a gander at over every little detail yourself as opposed to allotting can consume everyone's significant time. Taking everything into account, offer liabilities to qualified agents, and trust that they will play out the endeavors well. This offers your laborers the opportunity to secure capacities and drive experience that will ultimately help your association. You utilized them for a clarification, as of now permit them a chance to exhibit you right.

2. Match tasks to capacities - Knowing your laborers' capacities and direct styles is key for expanding capability. For example, a cordial, creative, out-of-the-compartment researcher is probably an uncommon person to evaluate plans to clients. In any case, they might fight in the event that they are given a more standard raised, intensive endeavor. Mentioning that your delegates be phenomenal at everything just isn't powerful – taking everything into account, preceding giving a laborer an undertaking, ask yourself: is this the individual generally fitting to play out this task? If not, find someone else whose capacities and styles match your necessities.

3. Pass on suitably - Every chief understands that correspondence is the way in to a helpful workforce. Advancement has allowed us to arrive at one another with the straightforward snap of a button (or should we say, tap of a touch screen). This ordinarily suggests that current specific methods are basically pretty much as successful as could truly be anticipated, right? Not actually. A McKinsey examination found that messages can take up practically 28% of a laborer's time. For sure, email was uncovered to be the second most dreary development for workers (after their work express endeavors). Maybe than relying totally upon email, endeavor relational association instruments (like Slack) planned for significantly quicker gathering correspondence. You can moreover encourage your laborers to every so often take on a more obsolete kind of contact ... voice-to-voice correspondence. Having a quick

assembling or call can settle a matter that might have required significant stretches of back and forth messages.

4. Keep targets clear and focused - You can't expect that workers ought to be successful if they don't have a drawn in objective to zero in on. If a goal isn't evidently described and truly plausible, delegates will be less helpful. Thusly, endeavor to ensure laborers' assignments are basically just about as perceived and confined as could be anticipated. Advise them definitively what you expect of them, and exhort them unequivocally what influence this undertaking will have. One way to deal with do this is to guarantee your targets are "Sharp" – unequivocal, quantifiable, attainable, reasonable, and advantageous. Preceding consigning a specialist an endeavor, ask with respect to whether it fits all of these necessities. If not, ask yourself how the task can be changed to help your workers remain focused and capable.

5. Lift delegates - One of the best ways to deal with encourage laborers to be more capable is to truly give them inspiration to do accordingly. Seeing your workers for a task finished the correct way will make them feel appreciated and encourage them to continue to extend their value. While finishing up how to remunerate useful agents, guarantee you think about their particular necessities or tendencies. For example, one delegate might see the worth in open affirmation, while another would support a private "thank you." in any case clear articulations of appreciation, coming up next are several inspirations you can endeavor:

PTO: Instead of an award or raise, you can offer your laborers extra dealt with time without using their move away or crippled time.

Take Them Out for a Meal: You can take the gathering out elsewhere, dinner, or party time ... then again in the event that you're practicing social eliminating, send a Grub Hub or Door Dash gift voucher.

Send a Handwritten Note: Sending an interpreted note shows you see the extraordinary work your delegates have done and that you care enough to put your own special energy into expressing profound gratitude to them.

Torpid Monday Coupons: Another decision is a "Lazy Monday" coupon, which grants laborers to appear later than anticipated on a Monday morning.

Unveil to Your Boss: If you email the gathering or partner expressing profound gratitude to them for their work, considering reproducing YOUR director on the email.

Endeavor a Wellness Program: Consider completing a workplace prosperity framework to wipe out the amount of days off and diminish your association's overall clinical service spend.

6. Eliminate the excess - If possible, take the necessary steps not to give laborers more unassuming, inconsequential tasks when they are revolved around a greater target. Examine the gathering's ordinary practice, and check whether there is anything that you can cut to offer laborers more chance to focus in on more significant need assignments. For example, on the off chance that agents are mentioning to create each day reports for their supervisors, but chiefs generally don't have the chance to get them, consider cutting the word count essential. Achieving something fundamentally as a custom is consuming significant time that could be used for accomplishing destinations that truly help your association.

7. Plan and cultivate delegates - Reducing planning, or cutting it all together, may seem, by all accounts, to be a respectable strategy to save association time and money (learning at work should be a convincing technique to set up, in light of everything). Regardless, this could ultimately fizzle. Compelling laborers to acquire capability with their situations on the fly can be unimaginably inefficient. Along these lines, instead of having workers arbitrarily endeavoring to accomplish a task with zero course, require the extra day to show them the significant capacities to deal with their work. Hence, they can begin accomplishing their tasks in isolation, and your time won't be wasted not very distant tending to direct requests or changing bumbles. Past their special getting ready, engage continued with laborer improvement. Helping them with developing their scopes of capacities will create a significantly more advanced workforce, which will help your association as time goes on. There are different ways you can maintain specialist improvement: individual preparing, studios, courses, studios, shadowing or coaching, or in any event, growing their commitments.

Offering these possibilities will give delegates additional capacities that grant them to chip away at their capability and helpfulness.

8. Embrace telecommuting - Allowing your delegates to work from home might seem, by all accounts, to be inefficient – in light of everything, how should you guarantee that they will regardless be helpful in case no one is watching them? In any case, the truth is a striking backwards (believe it or not, focuses on show that people who work from home are more valuable than office delegates). Allowing your agents to telecommute will allow them to save time that would some way or another be wasted completely. For example, say a delegate is feeling too wiped out to even think about evening think about coming into work (or is essentially worried about getting their partners incapacitated) yet can regardless be valuable. If you don't allow them to work from home, they will be constrained to require a vacation day and abstain from working all around. Then again, driving your specialist to miss an entire day of work in case they need to hold on for that 2 to 4-hour time span to figure their cooler out, basically isn't capable. Taking everything into account, grant your delegate to work from home so they can increase what time they do have open.

9. Give each other analysis - There is no assumption for extending agent usefulness if they don't understand they're being inefficient regardless. This is the explanation execution reviews are key – measure your delegates' show, then, hold individual get-togethers to disclose to them where they are ruling, and which locales they need to manage. Extending laborer efficiency isn't concerning what they can improve – a piece of the commitment falls on you as well. Nevertheless, especially like your delegates, you're not visionary. So, resulting to looking over your delegates, ask them how you could manage help them improve. Maybe they may need fairly more bearing on explicit endeavors, or would lean toward to some degree more space for creative freedom. Mentioning analysis not simply gives you clear, speedy ways to deal with help your delegates with improving, yet moreover stimulates a culture of open trade that will think about continued with progress as time goes on.

10. Get ready to paralyze the world picture - Things that might give off an impression of being an inefficient use of time to you presently, may truly be for your expected advantage as time goes on. Consequently, before dismissing a reasonable maltreatment of time, ask yourself how this may really help your association. Placing

assets into HR programming as of now can save your association – and your laborers – unlimited hours not very distant. From robotized onboarding to fund that runs itself, tolerating HRIS advancement will additionally foster capability, decline disillusionment, and help your business with creating. By utilizing

5- What strategies would you use to ensure that the strategies that you have selected are effective and efficient?

To assess the effectiveness and efficiency of an organization's strategy, look at how it connects your goals to how you intend to achieve them and the methods you intend to employ. A strategy is effective if it uses the resources you allocate by your plan and produces the desired results. To determine whether your strategy is meeting your objectives, you must constantly assess resource utilization and performance. It provides an opportunity to focus on increasing the company's effectiveness. Organizational effectiveness is related to a company's efficiency; however, a professional must also focus on quality services. The ability to use the right to is critical to organizational effectiveness.

Create Measurable Strategies: To determine whether a strategy is effective, you must be able to measure its performance and determine whether it will achieve your company's goals. The efficiency and effectiveness criteria are critical. For example, if your strategy is to develop a new market, you must include a specific goal as well as a method to measure how many members of the new market purchase your products. If you need a strategy to improve customer service, you must include a goal, such as a percentage of customer issues resolved to the customer's satisfaction, as well as a method to track progress, such as customer surveys.

Measure Variables during Implementation: To track the effectiveness of your strategy, you must establish baseline values before strategy implementation and track your progress. It emphasizes the importance of assessing your progress and pivoting as needed. To be useful in a continuous evaluation of strategy effectiveness, your measurements must be achievable and relevant to the strategy, and the results must be available promptly so that your evaluation is current.

Continuously Evaluate Performance: Specific targets comprised of measurable variables allow you to track results in real-time to ensure that the strategy is performing adequately. If actual results show that your performance is lagging, you still have time to add resources, adjust your operations, or take other corrective action. Because it may consume more resources, the modified strategy is frequently less effective than the original strategy. A continuous evaluation allows you to decide whether to continue implementing the strategy in the face of changes or to devise a more effective approach.

Examine the Effectiveness of Objectives: Once your strategy has been fully implemented, you can evaluate its overall management effectiveness by asking to what extent it met the goals you set with the resources you allocated. If your strategy did not achieve its goals or consumed additional resources, you must determine where your strategic plan failed. The outcomes of a strategy may fall short of expectations if it was not aligned with the company's strengths or if the objectives were not attainable. In any case, the completion of a strategic plan places your company in a different position, and a review allows you to continue with either an effective strategic plan or one that includes changes.

6- What recommendations would you provide to the CEO for this company? Why?

Do a profound plunge on your overhead costs: It's critical to survey all your overhead costs and separate things that are excessively costly, open to efficiencies, or superfluous. Whenever you've distinguished an overhead expense that can be decreased, for example, a permit you at this point don't require yet are proceeding to pay for, you can find ways to kill it.

Outsource explicit obligations: Rather than recruiting new workers for specific assignments, for example, bookkeeping or assessment readiness, consider moving to outsiders. This eliminates worker related costs like medical advantages and benefits. Then, at that point, in the event that you need to definitely cut your overheads further, you can accomplish such a great deal more effectively than recruiting/terminating capable representatives.

Embrace remote working: From service bills to month to month lease, a significant number of your overhead costs are probably going to be connected to your actual office. Remote working is progressively well known, and by moving to a remote-first work culture (with a little center point office for conferences, interviews, etc), you can shred your overheads and put your business in an extraordinary position pushing ahead.

Rethink software upgrades: Another incredible overhead expense decrease technique concerns costs identifying with PC frameworks and software. There's tiny rescue an incentive for PCs and software, so regardless of whether your workers are squeezing you for the most recent upgrades, ponder downsizing. Maybe than unrolling pricy software across your whole group, it could be savvier to just buy licenses for representatives who truly need them.

Go paperless: Although it may not appear to be a significant cost, paper and ink adds up, especially if your business manages loads of various reports. Have a go at searching for paperless options in contrast to conventional business measures.

Conclusion:

It is the key skills of strategic thinking, strategic acting and strategic influencing that drive strategy as a learning process in organizations.

- Strategic thinking is about envisioning the future and offering new ways of understanding the challenges and opportunities ahead;
- Strategic action is about the coordinated effort required for the implementation of insights and understanding derived from strategic thinking;
- Strategic influencing is about creating clarity, commitment and synergy throughout the organization by influencing and energizing the right people.

(Hughes & Colarelli)

And these three elements interact in a dynamic way – strategic leaders need to draw upon the knowledge, experience and insight of diverse stakeholders in order to address a particular organisational challenge; they need to make sense together of what the future holds and how to deal with it; so thinking and influencing happen simultaneously. Similarly, strategic thinking and strategic acting might happen

simultaneously given that we often don't have the luxury of the time it takes for deep and prolonged strategic thinking before action is required. (Hughes & Colarelli)

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