

IQTISODIYOT
va
TARAQQIYOT

Ijtimoiy, iqtisodiy, siyosiy, ilmiy, ommabop jurnal



- 08.00.01 Iqtisodiyot nazariyasi
- 08.00.02 Makroiqtisodiyot
- 08.00.03 Sanoat iqtisodiyoti
- 08.00.04 Qishloq xo'jaligi iqtisodiyoti
- 08.00.05 Xizmat ko'rsatish tarmoqlari iqtisodiyoti
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- 08.00.16 Raqamli iqtisodiyot va xalqaro raqamli integratsiya
- 08.00.17 Turizm va mehmonxona faoliyati



Yashil

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THE IMPORTANCE OF STRATEGIC MANAGEMENT AND STRATEGIC LEADERSHIP

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Abstract: modern literature offers many explanations and theories of strategic leadership and management. Leadership plays a crucial role in the process of strategic management and enables organizations to effectively implement successful strategies. During this process, leadership assumes various functions, including strategist, analyst, leader, organizer, motivator, developer, decision maker, collaborator, and evaluator. In today's business landscape, organizations constantly require skilled strategic management and capable leaders to achieve their goals. This article aims to study the relationship between strategic management and leadership, to study the role of leadership in strategy formulation and implementation through the study of existing literature. Strategic leadership can be seen as a transformative process that directs organizations to success through the application of appropriate strategies. Leaders are encouraged to motivate and inspire employees, and to develop a sense of cooperation within the organization.

Key words: Strategic Leadership, Strategic Management, Leadership, Management.

Annotatsiya: zamonaviy adabiyotlar strategik yetakchilik va boshqaruvga oid ko'plab tushuntirishlar va nazariyalarni taklif etadi. Yetakchilik strategik boshqaruv jarayonida hal qiluvchi rol o'ynaydi va tashkilotlarga muvaffaqiyatli strategiyalarni samarali amalga oshirish imkonini beradi. Ushbu jarayon davomida yetakchilik turli funksiyalarni, jumladan, strateg, tahlilchi, rahbar, tashkilotchi, motivator, ishlab chiquvchi, qaror qabul qiluvchi, hamkorlik qiluvchi va baholovchini o'z zimmasiga oladi. Bugungi biznes landshaftida tashkilotlar o'z maqsadlariga erishish uchun doimo malakali strategik boshqaruv va qobiliyatli rahbarlarni talab qiladi. Ushbu maqola strategik menejment va yetakchilik o'rtasidagi munosabatlarni o'rganish, mavjud adabiyotlarni o'rganish orqali strategiyani shakllantirish va amalga oshirishda yetakchilik rolini o'rganishga qaratilgan. Strategik yetakchilikni tegishli strategiyalarni qo'llash orqali tashkilotlarni muvaffaqiyatga yo'naltiradigan o'zgaruvchan jarayon sifatida ko'rish mumkin. Rahbarlarga xodimlarni rag'batlantirish va ilhomlantirish, tashkilot ichida hamkorlik tuyg'usini rivojlantirish samara keltirishi ilgari suriladi.

Kalit so'zlar: Strategik yetakchilik, strategik menejment, yetakchilik, menejment.

Аннотация: современная литература предлагает множество объяснений и теорий стратегического лидерства и управления. Лидерство играет решающую роль в процессе стратегического управления и позволяет организациям эффективно реализовывать успешные стратегии. В ходе этого процесса лидерство берет на себя различные функции, в том числе стратега, аналитика, лидера, организатора, мотиватора, разработчика, лица, принимающего решения, сотрудника и оценщика. В современной бизнес-среде организациям постоянно требуются квалифицированные специалисты по стратегическому управлению и способные лидеры для достижения своих целей. Эта статья направлена на изучение взаимосвязи между стратегическим управлением и лидерством, на изучение роли лидерства в разработке и реализации стратегии посредством изучения существующей литературы. Стратегическое лидерство можно рассматривать как преобразующий процесс, который направляет организации к успеху посредством применения соответствующих стратегий. Лидеров поощряют мотивировать и вдохновлять сотрудников и развивать чувство сотрудничества внутри организации.

Ключевые слова: стратегическое лидерство, стратегическое управление, лидерство, менеджмент.

INTRODUCTION

In today's competitive landscape, organizations face stiff competition propelled by advanced technology. To maintain competitiveness, organizations must engage in effective future planning and develop strategies that shape their trajectory. A well-defined strategy encompasses an organization's fundamental plans, objectives, policies, programs, and commitments. Given the rapidly changing business environment, leaders strive to adopt flexible strategies that enable their organizations to adapt to change.



The primary responsibility of leadership is to align its vision with the organization's goals and objectives, ensuring efficient competition in the dynamic environment. Leaders also focus on training and motivating individuals to contribute towards achieving the vision. It is crucial for the vision to be easily understandable by everyone, characterized by simplicity. A person's mission within the organization should be clear, concise, and distinguishable from other companies. Management scholar Peter Drucker, known for his influential ideas on business missions, suggests that defining a business is akin to defining its mission. A clear definition of an organization's mission is essential for establishing clear and realistic business objectives. The mission serves as the foundation for the organization's purpose and sustainability. It outlines the long-term vision of the organization, encompassing what it aims to become and whom it seeks to serve (Drucker, 1974, p.96).

PURPOSE

This article examines the relationship between management and strategic leadership and its influence on decision-making. The objective is to analyze various definitions of strategic management and leadership and explore their impact on strategic decision-making.

METHODOLOGY

This paper conducts a literature review of strategic management and strategic leadership. Secondary data, in the form of literature sources, were utilized to achieve the desired outcomes. Strategy formulation and implementation have become increasingly crucial. However, strategy formulation involves creating a distinct and valuable position that aligns various actions and variables. Meanwhile, strategy execution involves selecting a strategy for organizational action to fulfill strategic goals and objectives.

LITERATURE REVIEW

History and evolution of strategic management

The strategic management literature has grown extensively, with numerous texts dedicated to the subject. The origins of strategic management can be traced back to the 1950s when Selznick (1957) highlighted the need to align the "internal state" and "external expectations" of organizations for effective policy implementation within the social structure of the organization. Andrews (1971) defined strategy as the equilibrium between an organization's internal capabilities and the external environment, involving a series of actions and choices.

Researchers and consultants have developed various models and frameworks for analyzing strategic choices. The term "strategy" is derived from the Greek word "stratēgos," combining "stratus" (meaning army) and "before" (meaning leadership/movement). Strategy refers to the actions managers undertake to achieve one or more organizational goals (Chapman, 2016). However, only a limited number of organizations possess a well-defined leadership strategy. A leadership strategy clarifies the number of leaders required, their types, locations, necessary skills, and expected behaviors, all aimed at achieving overall success.

According to Hamel, a winning strategy is a combination of foresight and vision. For successful strategy implementation, the leadership challenge lies in being strong yet not rude, good but not weak, humble but not shy, proud but not arrogant, and maintaining humor without foolishness. Strategy can be defined as the selection of one or multiple processes aimed at achieving the organization's long-term goals. It encompasses determining courses of action and allocating necessary resources to attain desired objectives (Elkhdr, 2019, p. 59).

To effectively implement leadership strategies, managers must possess four essential skills:

Intellectual capability.

Self-assessment skills.

Supervision and control abilities.

Communication proficiency (Jaradat & Mashhour, 2017, p. 327).

In summary, strategic management involves three primary steps:

Strategic formulation.

Strategic implementation.

Strategic control and evaluation (Finkelstein & Hambrick, 1996).

Modern organizations no longer view employees solely as a resource responsible for providing goods and services. Instead, employees are recognized as crucial elements for delivering quality services and facilitating continuous growth and evolution (Farzad, 2006, p. 12).

History and Evolution of Strategic Leadership

The exploration of leadership theory originated from the study of leadership traits, which focused on the distinctive characteristics and approach of leaders towards their followers. This approach prevailed in research



until the late 1940s. The literature suggests that discussions on leadership can be found in ancient Egyptian and Arab civilizations. Leadership studies can be traced back to the ancient Egyptians, as well as Greek philosophers such as Plato, Socrates, and Aristotle. Throughout the twentieth century, scholars and practitioners dedicated significant effort to classify different dimensions of leadership. Towards the end of the century, endeavors were made to integrate various leadership models into a comprehensive framework known as the “complete theory of leadership” (Avolio, 1999 & Avolio et al., 2009). Today, leadership remains the most studied yet least understood topic, given its inherent complexity and enigmatic nature (Almohaimeed, Saleh, 2014).

Carlyle proposed in his “great theory” that leaders are born and that only individuals endowed with heroic potential can become leaders. He believed that great men are born, not made. Leadership theory then progressed from the dogma of inherent or destined leadership to focus on traits that indicate leadership potential. However, subsequent studies have shown that traits do not always predict leadership effectiveness. As a result, researchers shifted their attention towards the leader’s behavior, style, development, and effectiveness. Different leadership styles have an impact on an organization’s vision, goals, mission, culture, structure, and rules, all of which are related to strategic management (Hill and Jones, 2007).

Definition of Strategic Leadership

Various definitions of strategic leadership share a common theme of guiding a group towards a goal. Leaders play a vital role in achieving organizational goals by creating an environment that influences employee attitudes, motivation, and behavior. “A leader is one who knows the way, goes the way, and shows the way” (John C. Maxwell). Leadership is defined in terms of traits, behavior, influence, patterns of interaction, role relationships, and holding an administrative position (Yukl, 2002, p. 2).

MANAGER VS. LEADER

The ongoing debate regarding whether leaders are distinct from managers or if they are essentially the same has led to a sense of exhaustion among many individuals. Attempts to differentiate between managers and leaders have been ceaseless.

One perspective argues that management’s role is to foster stability and ensure effective functioning of the organization, while leadership’s role is to drive adaptive or beneficial change (Schermerhorn et al., 2000, p. 286).

Prominent experts in management and leadership, such as Bennis, Drucker, Kotter, Gardner, and Hickman, continuously publish books and articles in an effort to clarify the distinction, hoping to guide organizations towards a more enlightened path. Numerous theories have demonstrated that leaders differ from managers in their ability to extract the best qualities and embody them within their character.

Leadership is widely recognized as the most crucial factor in determining the success or failure of an institution (Bass, 1990a). Managers need to comprehend their impact on employees and, ultimately, on the organization. In essence, leaders shape an organization and guide it towards achieving predetermined goals. Strategic leaders formulate plans, initiate their implementation, and monitor the progress. They provide support by establishing deadlines or extending them when necessary. They assess performance to ensure that the organization is heading in the right direction (Elkhdr, 2019, p. 61).

Within the strategic management process, leaders have the responsibility of analyzing the situation to identify the gap between the current state and the desired state. It is then their duty to develop plans to bridge the gaps based on the specific requirements of the situation (Jabbar & Hussein, 2017, p. 105).

CONCLUSIONS

Every organization requires both a leader and a manager, as the absence of either leads to chaos and stagnation. Strategic management plays a crucial role in developing a sustainable business that can withstand economic downturns. Effective leaders demonstrate flexibility and possess the ability to adapt and transform their organizations according to changing needs.

The decision-making aspect of leadership is of utmost importance, as leaders make choices that drive the realization of the organizational vision. They are responsible for the smooth functioning of the organization, determining what needs to be done, how to do it, and by whom. The entire strategic management process relies on the leader’s decision-making abilities, as they determine the strategies to pursue and the methods for their implementation. Integrating people into the strategic management process is a key responsibility of leadership.

Research highlights the significance of understanding the leadership culture, which encompasses the collective actions of formal and informal leaders collaborating to influence organizational success. Organizational achievements are not solely dependent on the quantity or quality of individual leaders, but rather on the capacity of formal leaders.



Strategic leadership involves the conception and successful implementation of strategies (Stan, 2013). Leadership profoundly impacts three key aspects of an organization: vision, strategies, and values. Together, these components shape the organizational culture. It is the leader's responsibility to clearly communicate the vision throughout the organization, ensuring that everyone understands the desired future state. Leadership, as a concept, has proven highly valuable in recent decades, encompassing a set of behaviors that compel individuals to establish organizational goals and motivate them to work collectively towards achieving those goals. Managers must select the appropriate theoretical framework to assess the leadership within their organization.

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