Leadership: Strategic management tool in the industry

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Abstract
The global economy and global trends bring new challenges affecting social life. Changing economic paradigm, economic and political uncertainty have led to an increase in the requirement for leaders with perspective and power for running companies increases. This article is based on comparison analysis as well as definitions of contemporary theories about leadership such as transformation and spiritual theory. After analyzing a historical case study, a successful model is proposed. This historical comparison is very important in terms of creating and developing present theories. The purpose of this study is to propose historical attitudes about leadership in management and modern theories of leadership in collective strategic management. Then, it will compare current management with pre-proved successful management to show through this their common signs. An example of an industrial private company in Czech Republic and its decisive leader has been proposed. The previous decade economic recession emphasizes on the importance of leadership as an important part of collective strategic management. Since this subject was investigated long time ago, it requires to be reviewed and its raised position should be analyzed from different aspects. This paper offers management aspect and especially strategic one. Among other subjects, this subject creates more motivation because of trying to find management effective models which are able to help due to avoiding economic fluctuation and future political interferences. This paper includes a clear general analysis which represents developing leadership attitudes and comparing with a proved successful strategy. Therefore, it is supposed that this study has paved the way for expanding current theory.

Keywords: Leader, leadership, stockholders, strategic management

Introduction
There are many theories and trends about leadership that all efforts have focused on identifying the methodology, the way of identifying and leaders concrete and effective measures. Among their most important ones, some proposed attitudes by Antonakis, Cianciolo and Sterberg (2004) can be found about leadership which are raised as probable and situational attitudes and include transformational leadership, reciprocal behavior leadership, feature-based theory and information processing.

Transformational leadership will be formed based on its followers’ controlling and monitoring and valuable behavior (Keller, 2006). Reciprocal behavior manager gives his followers what they need for receiving what he needs. He takes advantage of two basic tools: probable reward and exceptions management (Judge, Piccolo, 2004).

Transformational leadership is based on leader’s charisma and his colleagues’ internal motivation (Bass, 1997). According to Bass (1997) and Piccolo, Judge (2004) the tools of this kind of leadership are ideal influence (charisma), inspiring motivation, intellectual stimulation and individualized distinction consideration.

Many multinational companies are looking for attracting such these people whose work method is motivating and inspiring for others. In this concept, leadership can be defined very differently. In this point of view a leader is a person who:
• acts transparent in dealing with others and acts to the extent of its competence- Be honest
• is decisive in his behavior that is he will not surrender and doesn’t retreat facing obstacles. Do not take away barriers
• is able to plan and share processes with other his colleagues, team, management and so on. Planning and contribution
• focuses on goals and results - result-oriented

**Strategic Leadership of stockholder value**

A strategic leader feels very responsible in front of creating vision and balance values among individual, partial and organizational levels as well as developing effective relationships between organization and environmental stakeholders (Fry, 2003).

What kind of values and features does a leader have to own? He creates the possibility of others promotion to be with him without forcing and his direct presence.

A question which is still discussed is that how we can recognize a leader? Is he a person who is on the top of each organization or a person who has all of features and values which others don’t have? According to Latham (2014) it seems that leadership responsibility gets more difficult in all organizational levels gradually. He believes that perhaps too much credit for success and mutually too much discrediting for failure will refer to the leader while scientists and experts unanimously believe that this point is important and effective.

The number and type of stakeholders who put pressure on organizations have increased which this subject is related to investors and customers and now stakeholders such as clerks, providers and partners with society and natural environment (Latham 2014).

More values can be produced for stakeholders through innovation, thought and recreating methods and systems (Latham 2014). Modern organizations should be jack of all trades for being successful (it means being able to either perform or innovate) because this multi-type environmental pressures which they face as well as a different workforce who they have to organize for this action (Latham 2014).

Discussion around variety has to include various subjects. Considering population curve, it has to include at least aging (Rasticova, 2013). For being successful now and future, leaders have to design organizations capable of doing both above cases besides an increasing variety workforce which work in a complicated and global environment. The leadership of these organizations without boarders requires that people be aware that other people and societies are not only instrument for achieving organizational results but they are aims themselves and a part of this process. There is no unsaid recommendation about the way of leadership but unfortunately the credit of this recommendation is widely changing and it is not clear what amount of that can be used against current problems which propose main combined variables. Modern workforce continues increasing variety (in many cases) through complicating leadership responsibilities in an environment which is increasingly global. Organizations and their complicated global supply chains include groups from all around the world that make products and deliver them to global and various parts of customer while they work in wide range of situations; controlling laws, cultures, political policies and so on. Moreover, these complicated systems made by human being are increasingly unstable and therefore unpredictable and cause creating risk and concern among leaders everywhere. Therefore, where does a system finally end? (Latham 2014)

**Opposite views**

As Silva (2014) has written in the conclusion of his article, there are important differences in academic world and between university and foreign word considering basic concepts of leadership. Avolio, Walumbwa and Weber (2009) and Nohria and Khurana (2010) have proposed modern and very good reviews on research about leadership, reviews which emphasize opposite ideas about
almost what relates to leadership. Latham (2014) also noticed the researchers’ failure for convergence in a global call to leadership. The conclusion which was done by Silva (2014) toward all of these is that we have learned a lot about leadership so that we have different attitudes and horizons about this phenomenon. Different ideas which exist about leadership may be because of false receive the lack of effective research methods, a combination of these two reasons or merely because all those horizons are correct. Lack of agreement may not be interpreted as failure in discovering reality but can be interpreted as a cognition based on that leadership is a complex concept that even opposite views are supported there. Maybe:

- Leadership is simultaneously a high position in organization or society, characteristic feature as well as a relationship between leaders and their followers
- Leaders are somewhat inherently leader and somewhat are trained as leader
- Some leaders are pious and some are not
- Some leaders modify their behaviors appropriate with position and some do not
- Leadership is important but it is not everything

Therefore this question that how we can know a leader or recognize him is still remaining. Latham (2014) also reaches similar conclusion that there is not a global answer to leadership. This response will be achieved only in case that this phenomenon works independent form its background such as measuring variables and predictable communications. A person might start by working on available leadership theories meta-analysis. Main limitations of transformational leadership and reciprocal behavior theories can be somehow modified at least by integrating key structures and concepts related to value-oriented management theories such as servant leadership and spiritual leadership. When this beginning step with key concepts integration obtained from other leadership theories are completed, researchers will be able to begin research studies that either is comprehensive or consider key aspects are shown in future leadership research framework (See Figure 1).

![Figure 1: A framework for future leadership research- source: Latham (2014)](http://www.european-science.com)
This “calling to work” is special to scientists of leadership era and experts for entering challenge to advance big research studies that either includes real fields or a comprehensive definition of success in terms of some stakeholders with cooperating experts. Therefore they can use what practical is and eliminate the one which isn’t practical out of available era in leadership theory. Briefly, there must be theories that explain the way of creating value for several stakeholders by leaders and researchers have to throw away theories which are exception of this rule. This requires a movement from the exact embedded attitudes and typically quantitatively toward leadership research and theory (Latham, 2014).

**Historical-case study of Tomas Bata**

Leadership history contains the stories of the successful founders of companies who have used all identified features of a leader. Tomas Bata, who is a known founder of global known company and is the founder of shoe-making empire, has been linked to history of Czech Slovakia.

He could convert an internal small company to an international big company having the latest available technologies in the field of production but he also used modern methods of company management and its clerks. Even in big recession of 1930s, it maintained its minimum effect and started solving future problems in the field of exporting. He tried to optimize his products. Therefore, he spent his tendencies for products which are made simply and focused the risk of his investment on various factories and not only a factory abroad as well as factories which proposed complement products of his shoes. Even through establishing some stores in foreign countries and aiming the countries out of Europe, he still calculated his products pricing based on competition conditions. He even brought modern researches and new methods and techniques into sale era.

In terms of investment, Tomas Bata exactly before big recession settled all his debts and so that company does not depend on other banks which was involved with financial problems. When the clerks of this company invested their money in their personal accounts, this company established its own credit system. Besides, Bata increased his savings in operational capitals and tried to achieve the fastest financial circle. Because of its financial stability and independence at the time of recession, Bata was admired by other Czech Slovakia entrepreneurs and many people tried to imitate him. Undoubtedly among the most successful of his followers, his previous clerks can be mentioned. Through starting big recession, many economists and bankers of Czech Slovakia could not believe Bata to be able to handle that recession, a company which faced crisis in relatively good economic condition. In spite of huge financial victims, Tomas Bata succeeded to widely optimize in production and sale that caused increasing the capacity of selling and expanding his dependent companies in various countries. He could strength his company’s position in ex- Czech Slovakia and also international shoe trade. Because of recession, the company increased its dynamicity. This economic success gives Bata this power to work in other industrial lines. Bata’s Company handled big recession even more strengthen and powerful way than other companies in Czech Slovakia (Tomastik, 2007).

**Conclusion**

Leadership is a subject of proper focus in economic theory as a phenomenon which plays a big role in economic success of big companies. Experts and scientists continually are interested in questions like these; if this phenomenon will be achieved or not, what extent of that will be related to education, experience and what extent will be personal talent of one person? Based on our assessment, researching in this era will be qualitative way; we adopted the same attitude on this article.
References