

Leadership and Management Strategic Change: A Conceptual Framework

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Abstract: In an environment in continuous evolution, the change becomes a condition of survival. Aware of this need for change this study discussed the role of strategic leadership in strategic change in addition to address how strategic leaders should work to lead the organization on strategic estates to achieve organizational objectives by generating vision and empowering organization systems where strategic leaders stand out from their followers by having exceptional characteristic that support them to play a significant role on strategic change process, moreover, the effect and effectiveness of leadership in strategic change, the effective of transformational leadership on subsidiary job satisfaction remain depending in subordinate locating. In this study, it will explore all these contents by proofing and supporting it with Facebook and Google as an examples of organizations that follow success and careful steps in adopting and transforming to strategic leadership as a step to strategic change. The finding of this study emphasizes that the leaders, change negotiators and implementers have a vibrant role of expressing the strategic change.

Key words: Management strategic change, leadership, effectiveness of leadership, Facebook, Google

INTRODUCTION

Because of the insurgency in the environment of the organization, change has become synonymous with business to ensure continuity in the long term of the organization thus, organizations strategy must directed to know how to make change and why it needs this change as well as get involved in management to make sustainable change (Rondeau and Bareil, 2010). As the organization is influencing by its internal and external environment, change should take place on all systems of environment. Where the organization must understand the tremendous change in its internal and external environment to achieve the aims of strategic change through benefiting from the conditions on its environments (Senior and Fleming, 2006).

The significance of leadership is appropriately recognized by this observation, a good leader can reap an accomplishment of a weak business strategy but an unfortunate one can devastatingly smooth the good plane. That's why the establishment of an effective leadership by expanding a reliable and capable management program at all levels through the organization can revive important business assessment, which is closer or similar to strategic leadership. Strategic leadership is boosted in an inconstant environment so the main task of management is to remold the leadership of the firm regularly where the leader must know the

appropriate ways to change and must have the ability to make a balance between the leaders depends on change and leaders qualities (Korbi, 2015).

Furthermore, strategic leadership helps organization to ensure that all the systems are working to achieve the organization's mission, vision, strategy and strategic objectives within the business environment (Pearce and Robinson, 2007). Where it can be defined as "the ability to anticipate, envision, maintain flexibility and empower others to create strategic change once it needed" (Hitt *et al.*, 2007). Also, it's known as "changes in the content of firm's strategy by its scope, resource, deployments, competitive advantage, and synergy" (Hofer and Schendel, 1987).

If organization systems can't achieve the desired goals and performance then strategic change become an urgent need, moreover because of the transition from the local economy to the global one, most of organizations seek to make strategic change for its regulations to keep pace with the rivalry, achieve a competitive advantage and occupy a position within the market where strategic change management model supposed that there is a change captivity by one or few objectives but the change in strategy process may embrace multiple changes at the same time (Bordum, 2010). This indicates that there is no specific dismissal to change as stated by (Harigpol, 2006). The leadership and manager must be careful when they should or can equip the strategic change process.

Facebook was and still form a good example of organization that made rationale change through successful steps in strategic planning, especially in their leadership style. It has been established with unassuming beginning and continue tremendous growth till it overtake my space and possibly monopolized the control of the social networking service industry. My space firstly contrasts Facebook's performance and strategies then switches gears and evaluates Facebook as their strongest current rival, moreover, Google, tried to dislodge Facebook from any continuous success in its business life as they consider them as a rival on their activities where Facebook then start making promotions by defining or using argument "we are more prospective to want". This later on has put Facebook on the peak of the online brand advertisements.

Strategic leadership is defined as developing a vision for the firm, designing strategic actions to achieve this vision and empowering others to carry out those strategic actions. Google's CEO, Eric Schmidt, President of Technology, Sergey Brin and President of Products, Larry Page, all help incorporate all of those factors into their business which has led to a very successful company. The six actions of strategic leadership consist of establishing the vision and mission, developing the management team and succession, managing the resource portfolio, building an entrepreneurial culture, promoting integrity and ethical behaviour and using effective controls. The two founders' of Google, Larry Page and Sergey Brin, made the mission to "organize the world's information and make it universally accessible and useful" (Google) (Burgelman, 2016). "By mid-2015, despite spending nothing on marketing, Google.com was the 9th largest US website with 24.5 million unique monthly visitors" (case reader) and since 1998 when Brin and page created Google, it has grown to over 60% of the market and its initial investor, Yahoo has decreased to fewer than 20% of the market.

It is a good time to watch how a great companies such as Google and Facebook sustain their leadership and management strategic planning through turbulent time and allow them to build a solid foundation for the next wave of the growth.

This study looks at leadership and management strategic change, the most important reasons that lie behind leadership and management strategic change in some way it aim to provide a preview at the role of leadership in strategic change and how organization can use leadership as a strategic choice to facilitate change. Also, its aims at presenting the efficiency and effectiveness of leadership and management strategic change determining the essence and capability of

strategic leadership, discussing the management of leadership strategic change program and finally reviewing the failure of leadership and management strategic change.

THE REASON BEHIND LEADERSHIP AND MANAGEMENT STRATEGIC CHANGE

The continuous change in the environment of the organization, the rapidity of innovation, the agility of technology development, along with the competitive environment that the organization surrounded by which are called environmental factors, require change in leadership and management strategy, beyond these factors, the emergence of some new phenomena called administrative factors; such as social media, revolution in business and some of political pressure experienced by organization plays a major role in rising the need for strategic change. Consequently, because of these factors strategic change is a must (Quinn, 1993).

Moreover, reasons that force the organization to do the strategic change is vary between internal and external causes, the staff morale, the increasing in the level of turnover are internal causes, on other hand change in the laws, regulations and legislation issued by government organizations, changes on external environment, technology revolutions, economic conditions are external causes that drive the organization to make change to fit its requirements. Where strategic change in the phenomena of economic where social organization must create convenience and harmony between its regulatory and administrative also is a must (Balogun and Hailey, 1999).

There are also some managerial factors that can be divided into three groups: technical, political and cultural. When the main focus is about technical factor it means using high-tech tools and technology that builds a system within the organization mount the competition between rivals, empower and encourage employees, satisfy customers and distribution of resources (Rondeau and Bareil, 2010). On the other hand when the main focus is about political the main issues is pressure authorization on power, encourage employees, customers and distribution of resources. When the main is on cultural parameter goes to functional factors and beliefs of employee that are different from one to another where creating value to employee can be revealed as last but not the least (Tichy, 1983).

Facebook environment varies periodically, based on technological and innovation change, where leadership of Facebook was and still aware of all the external environment change and keep away from these disreputable changes, try to implement such changes on

their system; for example marauding Google, 4 of Facebook's top 11 executives have been employed away from Google. Google has replied to this aptitude war by the contribution of top engineers and executives up to \$10 million in impartiality and bonuses if they stay at Google (Helft and Hempel, 2011).

Instead of setting goals for Google's successful leadership, Google's strategic planning helps their employees meet the objectives that the employees set for themselves. The company sees its managers as leaders who facilitate inspiration and empower employees... Although, Google's strategic planning makes suggestions, employees use metrics that they choose themselves to measure their progress toward their goals. Supervisors act as managers to ensure that the employees meet their own goals but employees see them as leaders because the employees themselves set the benchmarks... The company's leadership allows employees to change the parameters of their jobs when needed. Employees are encouraged to be their own leaders, evaluate their jobs and then propose better ways to do their jobs. Google's leaders want their employees to 'think out loud' and have open discussions about their goals and plans for achievement (The Washington Post, 2015).

THE ROLE OF LEADERSHIP IN STRATEGIC CHANGE

In order to correctly analyse the company's internal and external strategic management and working in line with change, a need to know the role of leadership in strategic management is raised but before going to that knowing the roles of strategic management in organization is a must. Nag *et al.* (2007) defined Strategic Management (SM) as a process that depends on setting strategy and organizing project and deal with the entrepreneurial work of the organization, beside to update growth and developing strategy to perform as organization guide. Moreover, strategic change is defined as "changes in the content of firm's strategy as defined by its scope, resource deployments, competitive advantages and synergy" (Hofer and Schendel, 1987). Thus, strategic management most known roles in the organization are listed as:

Developing a strategic vision and business mission: The mission declaration explains what a company seeks to do and to become. Otherwise, a strategic vision represents management's view of the kind of tasks the company trying to create and its intent to stake out a particular business position (Dobson and Starkey, 1999).

Setting up of organizational objectives: Managerial statements of business mission and company direction are interpreted into specific performance targets, something that the organization's progress can measure by objectives which are short-term, medium-term or long-term in nature that can be set to improve the financial and general situation.

Crafting a strategy: This task requires environment. After reviewing the role of strategic management in organization it's better to explore the steps or stages of strategic managements which usually starts by setting the organization mission and vision then environmental scanning and analysis of the external and internal environment, strategy formulation and execution (Zuniga-Vicente and Vicente-Lorente, 2006; Korbi, 2015). The strategic management process includes four basic steps as follows (Worley *et al.*, 1996).

Strategic analysis: Analysis of an organization's external environment its current strategic orientation and the amount of its effectiveness at meeting its objectives and mission.

Strategy making: Instigates with the decision to change its vision and orientation in the future and embraces defining the products and services to be accessible, specifying the markets to be attended, developing a situation to be competitive in those markets and evaluating the essential organizational processes and culture that will either allow or reduce the change.

Strategic plan design: Describes how the change process will be logistically adept through sequencing and stepping in light of the main culture as well as expected challenge.

Implementation of the plan: Change to the new orientation which includes developing resources and programmers, allocating roles and tasks that will leader the process, gathering commitment to ensure that there is a high level of ownership in the process, interactive to ease uncertainty and allocating resources for maintenance (Worley *et al.*, 1996). Figure 1 shows this steps.

What is worth to mention that strategy implementing task is the most complicated and time-consuming part of strategic management. It cuts across virtually all facets of managing and must be initiated from many points inside the organization. The key aspects include in this part as discussed by Strickland (1996) are: evaluating performance, reviewing new developments and initiating corrective adjustments.

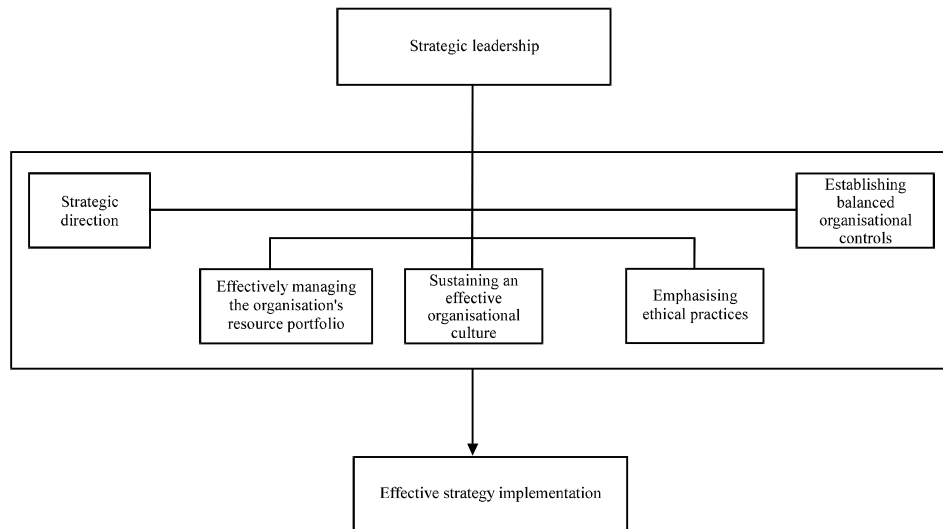


Fig. 1: The role of strategic leadership actions during the implementation (Hitt *et al.*, 2007)

Performance targets may need raising or lowering in light of past experiences and future prospects. Strategy may need to be modified because of shifts in long-term direction because of the preparation of new objectives or of changes in the environment. Therefore, recognizing change is insufficient, responding proactively is essential.

After reviewing strategic management concept and its role on the organization, the role of strategic leadership in strategic management will be discussed, what have been noticed that strategic leaders lead the organization on strategic estates where they seek to achieve organizational objectives by generating vision and empower organization system, strategic leaders stand out from their followers by having exceptional characteristic that support them to play a significant role on strategic change process (Senior and Feleming, 2006).

The most significant roles that the leadership play on strategic change process recognized as the following: (Hitt *et al.*, 2007).

Navigator: Clearly and quickly through the complexity environment navigate the opportunities and utilize it as well as the threat and decline it.

Strategist: Develops a long varieties of actions or set of goals to associate with the organization vision.

Entrepreneur: Identifies and takes opportunities to imitate actions.

Talent advocate: Attracts, develops and retains develop to ensure that people are with right skills and motivation to meet business needs and are in the right place during the right time.

Mobilizer: Proactivity builds and associates stakeholders, capabilities and resource for getting things done quickly and achieving complex objectives.

Captivator: Builds appetite and commitment toward a common goals.

Global thinker: Integrates all source of information to develop a well-informed, diver's perspective that can be used to optimize organizational performance.

Change driver: Creates an environment that embrace change, make change and help other to accept new idea.

Enterprise guardian: It is ensured from shareholders value through audacious decision making that maintains enterprise or unit-wide interests. These roles vary significantly because it helps leadership to understand strategic change. Where the leader can perform all these roles together or characterize with most of them but the successful leader is that who can utilize all those roles successfully and rationally to support the organization mission and goals toward strategic change. Moreover, leaders must consumes a role to play in all level of strategic change, they must contribute in effective strategic implementation steps (Zuniga-Vicente and Vicente-Lorente, 2006; Hitt *et al.*, 2007; Korbi, 2015).

In the light of the importance of strategy implementation as a constituent of management strategic change process, statistics showed that theirs is high letdown rate of change ingenuities, resulted from the poor implementation of new strategic change fact in the absence of strategic leadership which form one of the main vital element's for effective implementation. Figure 1 shows this relationship and overlapped process.

Conversely, while the organization elaborates strategic change, there is another vital role for societies from outside the organization to ensure the successful strategic changes practicing these roles with the consultant psychologist that represented by leadership that have the challenges at the individual, group and organizational level to keep following up the steps of these change and its success (Wilson, 1998).

According to Ammos (2006), the roles of strategic leaders include the purpose of the strategic change direction to engender commitment, make a strategic choice, manage the firm's resource, manage and lead the organization culture to maintain the strategy of the firm, establish balancing control system, fix the organization culture, lead the strategy implementation process and manage the organizational performance. The development of Facebook has accomplished over 8 years where unavoidable assumption was dispread that Mark Zuckerberg leadership attributes assess him to promote Facebook into the top of social networking webs and this is where the action minded and risk taking leadership is required to overcome challenges (Johnson *et al.*, 2009). As former CEO Eric Schmidt put it, Google is run by its culture, not by me (Frenz, 2008). The company is organized from the bottom up which means the role of leaders and executives is to provide encouragement and support to the people who are doing the work. He goes on to say, "people are doing what they think best and they tolerate having us (leaders and executives) around... Part of the job of being the CEO in a company like Google is to have an environment where people are constantly throwing you their best ideas as opposed to being afraid to talk to you.

THE ESSENCE AND CAPABILITY OF STRATEGIC LEADERSHIP

According to Guillot, the only thing that is harder than being a strategic leader is trying to define the entire scope of strategic leadership. This indicates that the latitude of strategic leadership is supposedly broad and that this phenomenon should include numerous capabilities; characteristics and performances. serious felicitousfactors are frequently restrained against "hard work; leadership; motivating people; interactive matters; exhibiting a capability to learn the job; the effective linking of strategic development and implementation, management innovation and strategic change", strategic change affect the perfect stability and consequently, involves qualified strategic leader (who displays exclusive capabilities; characteristics and behavior) to be at the rudder of the organizations and direct

the intended changes. Also, the core point of strategic leadership exists in the ability to perform the organization's procedures effectively; the ability to endure high performance within short time and the ability to accomplish this through candid, audacious and reasonable decision-making (Hitt *et al.*, 2007; Rondeau and Bareil, 2010).

Furthermore, leaders who exhibit high levels in their leadership roles, characterized with having certain capabilities such as emotional intelligence skills that will affect in their organizations also, they improve a cooperative sense of aims and purposes and have the ability to know how to accomplish them they proactively encourage the awareness and gratitude of the importance of work accomplishments and performance within others they embolden flexibility in decision-making and change; leaders produce and continue exhilaration, so that they institute and conserve a meaningful identity for the organization (Du Preez, 2000; Zuniga-Vicente and Vicente-Lorente, 2006).

Facebook found that indispensable strategic leadership characteristics, such as future orientation, tendency to take action, tendency to overcome risks and tendency capacity can be incorporated to have effective strategic leadership. Moreover, Zuckerberg's leadership major capabilities and abilities include: a focus on influence, affecting rapidity, courageous existence, explicit existence and constructing social value. The communication discloses a hostile corporate culture and management elegance that pushes Facebook's employees to save revolutionizing and to reinforce the social network (Evangelista, 2012). In summary, Zuckerberg Achieved outshines at all characteristics strategic leaders need to possess. In order to expedite supportable competitive advantage, strategic leaders need to own an arrangement of these indispensable leadership traits (Hitt *et al.*, 2007).

According to a study by Amy Lyman of the Great Place to Work Institute, strategic leadership at Google seek to ensure that each new hire feels special from the moment leaders join Google (Lyman, 2007). As a result, almost every employee has access to almost any managerial meeting. Google's strategic planning realizes that every employee has a stake in the company and employees in turn feel a responsibility for the outcome of the company's projects... Google's strategic leadership attract top talent because their leadership focuses on controlling through shared vision.

Where many companies have bureaucratic and linear controls, Google's strategic planning allows employees to set and maintain their own standards. These open policies translate into a distinctive corporate structure that inspires good nature and guidance. Employees love to

work at Google but not just because of perks such as flexible work time and bonuses they also love the work that comes from the cross-functional leadership structure (Bhatia *et al.*, 2012).

EFFECTIVENESS OF LEADERSHIP IN STRATEGIC CHANGE

Strategic change process is measured by duties or evaluated by people who contributed in this change; meanwhile, strategic change implementation is evaluated by particular contributors with their effectiveness in progress. All managers, irrespective of all levels have assistants broadcasting to them and their effectiveness as managers is to some degree dependent on the extent to which their leadership style mobilizes the energy of these subordinates toward the goals of the organization (Jago and Vroom, 1977).

Moreover, to ensure that strategic change is effective, effective strategic leaders must be able to evocatively influence the behaviors, thoughts and feelings of those with whom they work on critically and of a strategic leader's tasks (Hitt *et al.*, 2007). Leadership plays a significant role in the process of change because it is based on promoting change through its resources, allow workers to make the change, share change with staff and allocate needed resources by staff for the successful strategic change process (Almaraz, 1994).

For efficacy during strategic change process, the leaders must follow some steps: efficient leaders demonstrate to great capacity; question status quo; invite and innovate working methods; mobilize people for the transformation of recourse; system; work process; impact organization culture and finally promote knowledge exchange. At the most simple level, strategic leadership theory competes that top managers' values, responsible in affecting their field of vision their discerning perception of information and their clarification of information. These intervening information-processing steps transmit the effects of psychological constructs by affecting the options that top managers evaluate and select (Rondeau and Bareil, 2010).

Moreover, leaders must recognize the importance of the change and know that change should take place step-by-step until the process of implementing change succeeded on the organizations that furrow the process of scanning the environment, understand the strategic objectives of the change, find out the factors which accusation to execute success of the process change and need for the organization of the process of change. These methods require from the organization to evaluate itself and evaluate benefits of the process of change. The top

management formulates a common vision that provides for the method of strategic change to influence their employees and support any new direction leading to a change (Stanleigh, 2008).

Effective leadership kinds are essential in all changing business environment. Effective leadership is the source of mounting the distinct sides of new environment also, effective leadership provide an assumed base from which an applied plan of accomplishment can be achieved, also the correct measurement of efficacy of effective leadership pretenses in the results that are completed by any organization.

Facebook leaders knew the strategic satiation from these strategies they decide satiation from change at external and internal environment after reviewing change in external environment they determined the change satiation, implemented this change and ensured if the change is implemented in right way. Moreover, Facebook use serious accomplishment factors to affect strategy and expand the progress. Where acceptable results ensured effective competitive performance of an organization Also, Facebook leaders ensure that new strategic change effectiveness is in the right way (Hitt *et al.*, 2007).

Google is one of the best-known and most admired companies around the world, so much so that "googling" is the term many use to refer to searching information on the Web. Google strives to operate based on solid principles of strategic planning that may be traced back to its founders. In a world crowded with search engines, Google were probably the first company that put users first. Their mission statement summarizes their commitment to end-user needs: "to organize the world's information and to make it universally accessible and useful.

THE FAILURE OF LEADERSHIP STRATEGIC CHANGE

The process of change is a complex process because its adaptability on the internal environment and external environment is influenced by many factors such as innovation, technology that are also affected by acquisitions and mergers that may fail to most of the processes of change due to inadequate or poor strategic change and strategic implementation (Franken *et al.*, 2009).

Other factors which may cause the failure of the process of change and its ability to resist is that the administration may not take the appropriate measures to convince workers in the importance of change. The most important steps in the process of change events is to strike a balance between the demands of change programs

and administration of personnel during the performance of the organization where if it loses control it will fail to balance the process of change.

As against there're other factors that may play a major role claiming to failure of the change process; such as no accountability during change process, sub optimization, focus only on effectiveness, use measurement to focus on the bottom line only, use measurement to control, fail to use measurement to make strategic fact, (based decision, use only for control the change (Stanleigh, 2008; Rondeau and Bareil, 2010).

Although, main reasons for failures in strategic change include unfortunate route from top management, comparable planning changing the flexibility and uncertainty needed in some environments, bottomless strategic assumed replaced by planning procedures, immediate effort and financial importance, unfortunate argument of key problems and insufficient resources assigned for plans, political weakening companies. At the similar way while change, power of some leaders that was exposed by new measures essential for superior suppleness is additional factor that contributes to failure (Lynch, 2006).

CONCLUSION

The manner of managing and leading strategic change will not be identical in all circumstances and in all organizations. Therefore, that depending on the situation they are facing, the managers have to arbitrate between different leadership styles. In times of change, leaders, change negotiators and implementers have a vibrant role of expressing the strategic change inspired for their organization or group to encourage and influence others to survey that vision. Strategic leaders consequently enable development, motivate groups and afford direction. The accomplishment and disappointment of strategic change differ from the leadership during the change development because change processes are active with frequent resources to accomplish.

Organization leaders must recognize militaries in nearby environments that may affect strategic change to appreciate in what way these militaries are substantial to their procedures. Once a change process get on in the firm, there must be a documentation of the purposes of change with e awareness roles of leadership, leaders determine the appropriate leaders for explicit change programs in the elements facing change. This is done by recognizing fundamentals reproducing leadership situations throughout change. Subsequently, the awareness of such leaders will assume the responsibility of directing strategic change though encouraging

supporters to make an effort on the strategic change vision and accomplish the purposes at the end of change program. Measures of effective strategic leadership in change programs should be determined to assist in observing and regulating the change process.

The definitive role of strategic leadership in strategic change is to safeguard the change process accomplishing its objectives by development effective management of human resources during the change process. Change leaders and procedure manufacturers should consequently distinguish the responsibilities they want strategic leadership to play throughout change and in what way their determination accomplish them to agree with the change process that rotates around various resources containing employees which is effectively assimilated to accomplish the change vision.

Finally, it will be note that this theoretical study should be completed later by an empirical research that would focus on a comparison of the different leadership models on the basis of their contribution to the success of strategic change. This research would also permit to verify the various skills of the leader facing this type of transformation.

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