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Abstract

The study's objective was to examine whether corporate leadership style influences the strategic plan implementation in local government in the United Kingdom. The study was literature-based and the inferences of the study were based on the conclusion from the previous studies. The study findings indicated that corporate leadership style influences strategic plan implementation in local government in the United Kingdom. Corporate leadership style plays an integral role in formulating and accomplishing strategies. A corporate leader is a supportive one who treats all the same, builds strong partnerships with colleagues both at the top and in the lower rank within the entire company, and welcomes everybody in the strategic management process. The study further noted that strategy implementation is the means a firm uses to accomplish its desired purposes and objectives. Strategy implementation is an activity phase of the strategic management process, which entails operationalizing the created strategies. The research concluded that corporate leadership styles significantly impact strategy implementation. The leaders are required to be supportive of other employees. The study recommended that strategic instructions and stewardship be directed towards the company's strategic-change champion through strategic management processes and shared values of the firm. There should be an adoption of a corporate leadership style in local government in the United Kingdom. Effective execution of strategic plans would certainly improve internal effectiveness and boost local government performance.

Keywords: *Corporate Leadership Style, Strategic Plan Implementation, Local Government, United Kingdom*

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1.0 Introduction

Corporate leadership is just one of the most intriguing human behaviors examined and observed for quite some time. Nawaz and Khan (2019) defined corporate leadership as the process of direction, advice, and affecting others and the developing of interpersonal relationships for the accomplishment of the goals of the company yielding satisfaction to all. A leader must be strong, supportive, treat all the same, build strong partnerships with the colleagues at the top and the bottom within the entire company, welcome everybody in the strategic management process, and assist and incorporate to accomplish strategic vision and mission. Leadership has a considerable duty to play in developing and executing strategies (Ireland & Hitt, 2019). Leadership is, therefore, a process in which a leader affects other followers to attain a particular objective and guides the company skillfully and systematically to achieve its goals. Leadership is about the partnership of one's capability to affect and be influenced by a group during the execution of a particular activity. Leadership style is a vital component that primarily varies in different organizations.

Leadership styles are available to make it possible for managers and company leaders to manage various situations in a business setting (Mansaray, 2019). Most firms use the following leadership styles: democratic, dictatorial, transactional, and transformational on strategy implementation. Different leaders have a particular set of undetected attributes or an exceptional pattern of behavior that aids in developing their concepts and theories and leading other staff members. Nonetheless, a leader needs to have the ability to adjust or remodel their style according to the case at hand, therefore, become more efficient, concentrate on attaining organizations' goals and get workers' trust and respect. Strategy implementation involves various resources that must be arranged and channeled both inside and outside the firm's operations (Kaplan and Norton, 2020). It is a vital component of the strategic management process.

The strategic management process comprises various fundamental stages: environmental scanning externally and internally. Strategy formulation involves mission, goals and particular policies, strategy implementation that transforms these planned goals right into actual procedures and activities, and strategy evaluation to check out whether the plan was successful or unsuccessful. The study has revealed that the execution of a strategy is one of the most challenging and tough areas of the strategic management process. Duke and Geurts (2021) mentioned that, unlike strategy formulation, strategy implementation is the most difficult, lengthy stage and is commonly seen as something of a craft instead of a science and its study background is disorganized and diverse. An effective strategy implementation process does not consistently achieve the firm's goals, but it is how firms attain the goals.

Various people were unable to develop a single definition of strategy implementation. Li, Guohui & Eppler (2018) established a structure that identifies strategy implementation into three conceptions, the first idea takes care of strategy execution as a process and it is viewed as a process of generating numerous types of organizational learning since both environmental hazards and strategic responses are a prime trigger for administrative learning processes. The second idea concerns strategy execution from a behavior point of view that determines the combined-paralleled action from a behavior viewpoint. In contrast, the third idea brings together both process perspective and behavior perspective to develop a hybrid perspective called a step-by-step

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execution of the different tasks comprising a developed decision-making strategy. Likewise, strategy implementation can be dealt with as a cognitive process (Bandura, Adams & Beyer, 2020).

Strategy execution is an internal process that entails inspiring, persuading, arranging, regulating, adapting, culture-adjusting, guiding, and translating it into action. In many firms, the direction strategy implementation uses would considerably affect their productivity (Micheli, Mura & Agliati, 2019). Nonetheless, in particular large firms, it is most likely to have workers working on a strategy that they do not know who formulated it, what, and why it has been developed in a particular way. Hence, top and middle management still play a substantial duty in the formulation stage and the implementation, where they communicate this strategy plainly and thoroughly to their co-workers to prevent misunderstanding and save time and effort (Liang, Saraf, Hu & Xue, 2020).

Hill, Jones & Schilling (2021) described strategic management as making decisions and adhering to activities that influence the formulation, implementation, control, and assessment of those meant strategies to acquire the company's vision, mission, and goals. Strategy execution is the means a firm uses to accomplish its desired purposes and objectives. Hence, the most uncomplicated and purposeful interpretation of strategy execution is matching the planned/intended strategies to the understood processes that attain the organizational vision, objective and goals. Firms are similar in developing and creating unique and different approaches; however, in some instances, in the end, they fail the process, which also falls short of attaining organizations' objectives, visions, and purposes (Gupta and Govindarajan, 2022). Even though the strategy has entirely and effectively developed, there is no doubt that obstacles might show up during the execution period.

Around 40% to 70% of the execution process initiative fails (Chetty, 2020). This issue arises from leadership style, confusing priorities, lack of enhancement, inadequate training programs, inability to manage modification, lack of control, vague goals, flawed compensation system, poor communication, ineffective coordination, and poor management skills. According to Bhimavarapu, Kim & Xiong (2019), the execution of the strategy is vital. Therefore, while managers establish a reasonable and practical approach, they should designate a big part of their interest and resources to tasks and activities associated with execution. However, these variables cannot be divided from the other; therefore, the strategy itself cannot succeed without any successful implementation of the system at various levels throughout the company.

2.0 Literature Review

Arslan (2019) reported that effective execution of strategic plans would certainly improve interior effectiveness and subsequently boost good performance result that would certainly make it possible for firms understand their vision. Nevertheless, proof from researches performed, a variety of institutions that have created strategic plans; execution aspect poses an obstacle and restrains them from recognizing their vision. It was against this background, that this research was carried out with an aim of determining the effect of leadership styles on execution of strategic policies in public high schools in Bursa, Turkey. Especially, the research was aimed at; establish the impact of school management styles - Dictatorial, Transformative, Democratic and Laissez fair on the implementation of strategic policies in public high schools in Bursa, Turkey. The research used a combination of detailed survey style and correlation layout and targeted a total amount of

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2000 supervisors from public High schools and 20 Ministry of Education Sub County Quality Control and Standards officers each from the 15 sub-districts of Bursa. Multiple stage sampling techniques were used. The research utilized surveys and interview schedules as instruments for information collection together with document guide checklist. Questionnaires were verified through application of content validity analysis identified by specialist judgment. Piloting of the questionnaires was performed in four selected high schools and split half technique related to ascertain the dependability of the tools where a relationship co-efficient of over 0.8 indicated high integrity of tools. Both descriptive statistics and numerous regression analysis were embraced. Additionally, the scientist carried out paper analysis of strategic plans for individual Schools sampled out. Both secondary and main information was therefore used and examined making use of a blending of qualitative and quantitative methods. The study developed that principals were utilizing to a greater level, transformational, authoritative and democratic leadership styles and to a really lower level, laissez faire management style in their schools. Nevertheless, there was no substantial partnerships between these 4 management styles and execution status of the institution strategic plans at, $p < 0.05$ degree of significance. The research suggests that, leadership styles be applied along various other variables order to improve execution of strategic plans in public high schools from Bursa. It is envisaged that findings of this research would boost implementation of strategic plans in public high schools by secondary schools managers.

Fuchs, Mifflin, Miller and Whitney (2020) argued that the primary role for each strategic leader is to assure firm extraordinary performance via efficient preparation and reliable execution of strategies to achieve competitive advantage on its competitors. For this reason, strategic leaders should certainly view the organizational workers as an essential resource whereby numerous main competencies are made and manipulated properly to acquire competitive edge. Lots of researchers are encouraged that a strategy may be known as a framework whereby a firm can insist its basic congruity while determining to work out in to the transforming problem to complete upper hand on rivals. Whereas, strategy execution is the process of placing plans and approaches into actions while establishing programs, spending plans and procedures. Developing approach is a complex job but nowadays execution is regarded even more detailed process. According to different scholars, management often has an important influence on total performance of a company. Researchers have subjected numerous issues in approach implementation attached to leadership duties. Without a good management, rising dispute of top priorities will be repercussion of minimized harmonization considering that employees may regard the evasion leading to perplexing and intimating situations by top administration, in an outcome company might undergo obstacles in technique execution. Consequently, the effect of strategic leadership on strategy execution is found via previous literature review, whereby it is discovered that companies seem to have challenges in implementing their approaches and leadership is declared as one of the most serious obstacle. Moreover, leadership is noted as a crucial driver in effective strategy implementation. Hence, the purpose of leadership must be embarked on carefully while articulating and executing the strategic decisions.

Vera and Crossan (2018) performed research to determine the crucial strategy to comprehending leadership decision making in firm leadership and management activities. The purpose of this study is concentrated and centered on the most effective method to understanding the leadership

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decision making process among leaders and managers in firm tasks. This phenomenological qualitative standard which concentrated on essence or structure of an experience was utilized in order to obtain comprehensive knowledge and understanding of the problems and obstacles influencing effectiveness, clarity, and success amongst organizational leadership and managements in organization practices. 216 firm leaders from some cities and states in The United States and Canada were involved in this research and recognized exactly how they got their leadership duty, understanding, and abilities. The results from this research recommended that business leaders need to permit their skilled staffs - individuals and/or groups to take part in the decision making process majorly when their participation will boost the quality and/or approval of the decision by everyone at the work environment.

Ali (2020) conducted a study to examine the function of leadership styles on the execution of the strategy in the Ghandhara industries in Pakistan. Its role is to examine the association and influence of three various management styles on the success of the strategy in the Ghandhara industries in Pakistan. The researcher has actually utilized a questionnaire made up of 4 dimensions with 50 questions. The first 3 dimensions relate to the transformational, transactional, and laissez-faire leadership designs and the fourth is for strategy execution. This questionnaire has been given out in 5 industries that operate in Pakistan. 180 surveys were given out and 115 were gathered with a feedback rate of 85.5%. The outcomes of the research revealed that strategy execution is significantly associated to both transformational with approximately (80.1%) and transactional with approximately (75.8%) while laissez-faire leaders have actually revealed an adverse partnership of (50.5%) anchored upon the outcomes of 115 participants. The research suggested that managers of industries have to increase the function of transformational and transactional managers throughout a reliable communication between middle leaders and employees, engage them in the process of decision making during strategy execution and encourage them to improve their skills via training and growth programs to be more effective and enough to carry out the strategy. In addition, the research suggests placing even more effort on moral practices throughout the execution process. Lastly, the outcomes of the research were contrasted with previous researches.

Rao, Raghunathan and Solis (2019) performed a study which aimed at assessing the best leadership practices that may make it possible for small and average companies in Mexico to achieve desired organizational performance. In order to do so, 3 essential management concentrates and 3 supervisory techniques are discussed independently and as a network to comprehend the ramifications of association and possible influence on SMEs' organizational efficiency. In addition, the idea that interior controls go to the core of good and reliable management practices is additionally thoroughly discussed. The study utilized content analysis and a review of the literature. The study offers a theoretical structure for small and medium sized business (SMEs) to attain organizational performance. It lays groundwork for the advancement and application of best management methods that might provide essential possibilities for SMEs to enhance performance and efficiency. It is necessary that these firms pick the management emphasis and find the existing organizations amongst supervisory practices to build the capability for strategic and effective analyses to affect competitiveness.

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Hitt, Ireland and Hoskisson (2019) conducted research that took a look at the impacts of leadership style on strategy execution in few chosen manufacturing companies in Ireland. Firm leadership is about partnership of a person's capacity to affect and be influenced by a team in the execution of a usual task. Strategy execution is an activity phase of the strategic management process which entails the operationalization of the created techniques. The basic role of this study was to check out the impact of leadership style on strategy execution in chosen manufacturing firms in Ireland. The specific goals were the impacts of: democratic leadership style, dictatorial leadership style, transactional leadership style and transformational leadership style on approach execution in chosen manufacturing companies in Ireland. The research was based on the following concepts and models: behavior concept of leadership design, quality theory of management style, servant leadership theory, power and impact concept of management design. The research suggests the companies managers should use two leadership designs more frequently during strategy execution, that is democratic leadership style and transactional leadership style given that they have a favorable and considerable result to strategy execution, but reduce the application of dictatorial leadership style and transformational leadership style throughout the approach execution as they did not have importance impact on strategy execution. This study did not consider various other factors that figure out success in strategy execution at production companies in Ireland. A research ought to be carried out to figure out other variables that affect execution strategy at manufacturing firms in Ireland. The study was restricted to just 2 producing firms. A more generalized research ought to be conducted on the remaining manufacturing companies in Ireland on the same topic of study.

Sulich, Sołoducho-Pelc and Ferasso (2021) assessed the impact of leadership styles on execution of strategic plans in banking firms in Germany. Especially the research: assessed the impact of dictatorial leadership style, analyzed the impact of democratic leadership style and assessed the impact of laissez faire leadership style on execution of strategic plans in banking firms. Descriptive study style was utilized. The research population included 30 banks registered by Ministry of Finance. A sample of 12 banks was chosen utilizing simple random sampling. A survey composed of open and closed ended questions was utilized to gather main data. Quantitative data was evaluated utilizing SPSS. On top of that, a multivariate regression design was produced to help in determination of the relative importance of each of the three variables to execution of strategic plans. The regression revealed that autocratic leadership had the most impact of execution of strategic plans, adhered to by democratic leadership and laissez faire. The research advises that the banks are required to use all the 3 leadership designs to maximize execution of strategic plans.

Abujarad (2020) examined the impact of leadership styles on strategy execution in different state companies in Pakistan. The researcher took on a descriptive research because of variables that cannot be evaluated. The researcher picked 300 participants out of an overall of 700. The research suggested that there was requirement for junior employees to be much more relied upon with decisions or crucial activities given that manager in the firm determine all the job approaches and processes, the firms are required to lay out regularities considering that they are crucial in the company and tend to be clearly described and communicated, also there is need to motivate more creative thinking and innovative oriented amongst the workers. The research developed that dictatorial management, laissez-faire leadership, democratic leadership, transactional leadership and transformational leadership influence approach execution at the state corporations in Pakistan.

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The study additionally suggested that there was need for the managers to give out the tools and resources required and guarantee that power is handed over to the subordinate and encourage obligation for the group's decisions and actions, junior employees were anticipated to address troubles by themselves and that there was additionally need for even more partnership between the top administration and the junior administration and senior administration should agree opinions and recommendations from junior employees. There was need for the corporations to establish objectives to be attained with different managements and that the firm as part of its strategy execution plans and designates roles that are headed by specific managers. Otherwise, all the activities in strategy execution process need to be assessed after certain period. The leadership style used by the management must have effect to the success of the macro-economic growth forecasts that are the goals of the strategy execution by the firm and the management style used ought to have the ability to show how resources are generated and disbursed by the various state corporations.

Reddy and Scheepers (2019) discovered that strategy execution has ended up being an important segment of company strategies in nowadays competition. Higher education institutions have several stakeholders who need to be included in the strategic management process. The institutions are complex organizations with a solid feeling of custom and a distinct culture whose development demands that strategic administration be an aid in objective decision and success. The overall purpose of the research was to determine the impact of company culture on strategy execution. The research made use of a descriptive survey style to target 200 workers that were chosen by the researcher. The research participants were recognized by utilizing the proportionate stratified sampling method. Surveys were given out to get primary data. The outcomes suggested that company culture had an impact in strategy execution in institutions of higher learning and can be concluded that native features and behavior norms have a solid impact on strategy execution.

3.0 Research Findings

The study findings indicated that corporate leadership style influences strategic plan implementation in local government in the United Kingdom. Corporate leadership style plays an integral role in formulating and accomplishing strategies. A corporate leader is a supportive one who treats all the same, builds strong partnerships with colleagues both at the top and in the lower rank within the entire company, and welcomes everybody in the strategic management process. The study further noted that strategy implementation is a firm's means to accomplish its desired purposes and objectives. Strategy implementation is an activity phase of the strategic management process, which entails operationalizing the created strategies. The study found that leadership is an extremely vital supervisory skill which includes the capacity to encourage followers accordingly to attain a common objective. Strategy execution is an activity phase of the strategic management process, which entails operationalizing the created strategies. Without good management, rising disputes of top priorities will be a repercussion of minimized harmonization considering that employees may regard the evasion leading to perplexing and intimidating situations by top administration, in an outcome company might undergo obstacles in strategy execution.

Recommendations

The leaders are required to be supportive of other employees. The study recommended that strategic instructions and stewardship be directed towards the company's strategic-change champion through strategic management processes and the firm's shared values. There should be an adoption of a corporate leadership style in local government in the United Kingdom. Effective execution of strategic plans would certainly improve internal effectiveness and boost local government performance. The study suggested that leaders need to determine and differentiate the expertise and behavior of each sub-role within specified performance contracts to facilitate better control during strategy execution. Furthermore, it is recommended that managers should use more leadership styles more frequently during strategy implementation.

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