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LEADERSHIP AND MANAGEMENT OF STRATEGIC CHANGE

Review
Article

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Abstract

In Today's turbulent business environment Anticipatory leadership is a need, the organizations that can be flexible in anticipation of inevitable change are expected to survive, and the key as they say today is in anticipating the future. This paper deals with the anticipatory of strategic change and it aims to outline the framework of leadership that needs to be employed in the changing scenario and provide an additional understanding of what modern leadership entails trends, skill set. Leaders are required to be aware, authentic, audacious, and adaptable and action oriented. These skills, also termed as literacies which should be in line with the trends in leadership where are all required of modern leaders, these trends of leadership and a developed set of skills discussed alongside with the illustrations of the ministry of health in Jordan as an example also will conclude a set of recommendations. Data sources were of secondary research and a desk research was used to illustrate most important points and findings of the topic.

INTRODUCTION

Anticipatory leadership is a need for the current times. The dynamic business environment of today necessitates that leaders should be ready to change the trends rather than be the victims of the changing trends by being able to foresee or speculate what the future of the industry will be like (PricewaterhouseCoopers, 2008). This can be in the form of being able to project a vision for the evolving demands from the customer end or being able to understand how the market will be disrupted by new technology. Leaders who being able to anticipate are able to bring about the change where they are the forerunners (Art of the Future, 2016).

Anticipatory leadership is a relatively new term, but it is a concept that will enable companies and firms to stay afloat in the market where rapid technological changes have made it mandatory for companies to keep up in order to survive (Atkinson, 2013).

This paper deals with the anticipatory of strategic change in a public health organization in Jordan (Ministry of Health), with regards to creativity and innovation. The aim of this paper is to outline the framework of leadership that needs to be employed in the changing scenario, where, according to a report by Pricewaterhouse Coppers, there are four emerging Trends in leadership which are Agility, Authenticity, Talent, and Sustainability (PricewaterhouseCoopers, 2008).

These trends will be discussed alongside the illustrations of practical examples from my targeted organization, further, the paper will conclude with a set of recommendations For ministry of health in Jordan, a public sector health service provider organization, owned 31 hospitals across the country (Ministry of Health, 2011), and will also include some speculations regarding the future of the sector that this organization is operating with a view to implement the theories and learn from the examples. Our conclusions also allow policy makers to identify potential needs for improving reforms, in relation to strategic thinking,

The applied research method and data sources were of secondary research and a desk research method has been used to illustrate most important points and findings of the topic.

STRATEGIC CHANGE

Strategic change is defined as the change that occurs in the business of the organization or its marketing plan where a radical change in the organization with regards to its structure, mission or tactical plans might occur (Mintzberg & Waters, 1985). Management of this change is a topic that has eluded even the most experienced of practitioners, and although there is a variety of

literature and academic theories available on the topic, Change can be of two types it can either be disruptive or it can be incremental. Disruptive change refers to the change that tends to be radical for the industry - where even a small company can uproot established players in the field (Joshua, 2016). For instance, new technologies in the field of healthcare, which the organization to be considered here – Ministry of Health in Jordan is linked to, are disruptive. The introduction of semiconductor chips and the ability for technological gadgets such as watches which can monitor blood pressure enables the management of chronic diseases, thereby disrupting the market for Sphygmomanometers (Baccarani, 2007). Incremental change, on the other hand, refers to the step-by-step change that occurs in small measures as small adjustments are made to eventually lead to the larger change in question. However, there is also the idea that incremental change and disruptive change tend to be complementary to each other, where the implementation of disruptive change is succeeded by the implementation of the change in incremental steps (Christensen, 2013).

Change management then becomes an important step in the process leading towards strategic change (Davies & Davies, 2010). In his article on why transformational change efforts tend to fail despite conscious efforts by firms and investments of millions of dollars in the process. The reasons for this failure, According to Kotter (1995) are in the missing of one or several of the eight key steps in transformation change. According to his theory, and his observations of companies around the globe, Kotter argues that the first step in a change process is the establishment of a sense of urgency regarding the change (Kotter, 1995). For instance, at the National Health Services in the UK, the implementation of an electronic subscription program brought about a drastic change in the way the medicines, were prescribed and provided to patients. However, a sense of urgency had to be established where the advantage of the program was indicated to be that there would be no misuse of medicines if patients were able to obtain them only when they electronic prescription was received by the pharmacy (Boots, 2013). The second step in the transformational change process is forming a powerful coalition, which will enable the creation of the climate for change (Baccarani, 2007). This powerful coalition is akin to leadership which is strong and has a vision. With regards to this, it has to be indicated that leadership skills in a transformational change effort are of paramount importance in order to lead the change process. With regards to this, there are a variety of leadership theories that indicate how leaders should behave in such times. The trait theory of leadership indicates that charismatic leaders are needed in such times in order to inspire followers (Colbert,

2012). It then falls in the ambit of the leaders to propose a vision for the change and to communicate it effectively in order to have a buy in of the employees. The communication of the vision is the means to engage and involve the entire organization in the change effort (Gino & Staats, 2015). Moreover, communication of the vision invites employees to be engaged with the organization and the efforts that they are making, where it is up to the skills of the leader to be able to convince the employees of the new vision so that they are motivated to change the status quo (Joshua, 2016). It is not enough to have the employees engaged in the vision. Leaders have to empower the employees so that they are able to take action in accordance with the change. Empowering actions; therefore, is an important element in institutionalizing the change efforts, where the creation of short term wins as milestones motivate employees to work harder towards the strategic change, even when the actual efforts might take many more years to materialize. Finally, building on the change and making it stick are elements that require consistency so that change can be institutionalized in the organization (Kotter, 1995).

As has been demonstrated on the steps above, it is critical that leadership is strong, committed and willing to engage employees in order for the strategic change to be instituted. Leadership therefore has a strong role to play in transformational efforts (Quong & Walker, 2010). While transformational efforts at change that involve a disruptive strategic change require inspirational leaders, incremental change requires a different leadership skill-set where careful planning and clairvoyance play an essential role. However, before going on to discuss the kind of leadership that incremental change needs, it is important to understand the kinds of strategies that an organization chooses in the case of incremental change.

Emergent versus Planned Strategies

The concept of emergent versus planned strategies was elaborated on by Henry Mintzberg who stated that strategy is when plans and intentions collide and merge with the changes in the environment (Mintzberg & Waters, 1985). The emergent versus planned approach indicates that while the top executives of a firm plan their moves, they have to change their long term planning and vision in order to keep up with the external environment (Sowcik, et al., 2015). For instance, in the healthcare sector firms might have had the strategy of having the highest market share in the healthcare industry in Jordan through innovation in marketing, but changes in the regulatory environment, prohibiting health care institutions to employ similar marketing tactics as firms in other industries would have

forced them to change their strategic plans. In this situation the strategy would have emerged through an interaction with the environment.

TRENDS IN LEADERSHIP

Trends in leadership are an important part of the discussion here as these provide an additional framework for understanding what modern leadership entails. These factors have been identified by PricewaterhouseCoopers, a research agency looking into the modern business environment, and are factors that also highlight the importance of anticipatory leadership. There are 4 main trends (as seen in Figure 1) that define the needs of leaders in the business environment today and include agility, talent, authenticity, and sustainability. Anticipatory leaders have to follow these trends in order to be able to anticipate what is expected in the future, and how they will respond to the environment in order to emerge successfully.

Agility

Agility refers to the speed with which leaders are able to respond to the changing business environment. Agility in leadership can be a crucial factor in sustaining success in the long term. Taking heed from lessons in other industries, it can be indicated that companies which are agile in responding to the changing needs of the market are in a better position to be successful in the long run. Consider the example of the book seller Amazon.com. According to the CEO Jeff Bezos, the company started off selling books, but when customers themselves told the company that they would love to have the same kind of service for other products, that Amazon responded to the needs and developed a business that has become the world's largest retailer selling a huge range of products through its online platform.

While agility is a much needed factor in businesses such as retail, for a health care provider, such as the ministry of health, the agility can be a complex issue due to the fact that it is a public sector organization that was set up by the state of Jordan. Although it is a public organization that requires approvals through a long process, which will delay the responsiveness of the organization. In such a case, there is little use of agility as a leadership trait, where most of the strategic decision making falls into an elaborate process and is part of a public plan that will be difficult to change with agility. Critical evaluation of this trend in leadership with regards to the ministry of health reveals that while agility in leadership might be a futile effort, agile leadership will allow for an identification of society, market trends that the organization can prepare for beforehand and hence be able to adopt before a crisis situation arises.

Authenticity

Authenticity is a concept that refers to the development of trust between the leader and the follower, where it is important for leaders to lead with confidence and inspire followers towards the company vision. Leaders need to create an environment of clarity and open communications under which followers know the goals clearly where they can associate with the future that the leader envisions for them. It has to be borne in mind here that the report on leadership trends follows a predominantly western bias where the underlying and the implicit assumption is that equality prevails throughout the organization, and where there is low power distance. Power distance is a cultural dimension which indicates how accepting a person is with the existence of differences in equality –low power distance means greater equality. While western countries have a greater notion of individual equality, eastern and oriental countries have higher power distance which means that the people in countries such as Jordan are accepting of the status quo.

Considering this fact, and the fact that leaders who communicate their fears, as well as their aspirations are likely to be viewed as weak in the Arab society, authenticity might not be a helpful leadership trait. Putting the theory into the context of the society in Jordan, it can be said that leaders who try too hard to promote trust and to have all employees at the same level are not likely to be viewed as effective. Therefore, this trend cannot be successfully employed in the ministry of health, where a command or order type approach would be considered as the sign of a genuine and authoritative leader who will be more likely to be followed as compared to a leader who tries to convince employees through a participative style of leadership.

Talent

The trend of cultivating talent and preparing it for the future needs of the company is a rational goal that all organizations seek to pursue (PricewaterhouseCoopers, 2008). Talent is a trend in leadership where it falls in the ambit of leaders to develop a repertoire of human resources who are skilled at being able to adapt and respond to the changing business conditions (Quong & Walker, 2010). The recent trend globally is towards mentorship, and this is one approach that can be highly useful in the context of the ministry of health. Considering the national culture of Jordan as the broader culture applicable in its public institutions as well, mentorship can prove to be a fruitful exercise in light of the high power distance as well as the collectivist culture, where a mentor and the followers consider themselves as part of a group (Geert Hofstede, 2015). Once this team

notion is developed, the leadership can immediately influence the group greatly to achieve organizational over individual objectives.

Sustainability

Sustainability refers to the concern for the long term that the leader has for the future of the organization. Sustainable leadership has a social responsibility at its core where welfare for the company as well as all its stakeholders is present (PricewaterhouseCoopers, 2008). Sustainability is a current and an immediate issue which companies are required to deal with in the present day as consumers, as well as governments become more aware of the damage that they have caused to the environment (Sowcik, et al., 2015). As far as the healthcare sector in Jordan is concerned, concern for Sustainability in the country are in a nascent stage where Jordan is a country with limited natural resources, Meanwhile, expenditure on health care has been steadily rising in recent years, in line with the growth in the population (M. O.H .2011) this means that sustainability efforts made by a leader are likely to not be understood properly, and there is a very high chance that any additional capital invested to meet CSR objectives will be met with high scrutiny. Although the M.O.H is in the public sector, additional expenditure on investments in CSR are likely to not be considered positive by decision makers, some might think it is a waste of their money to do so. The role of leaders in driving sustainability in the country would therefore be to create awareness regarding the worth of CSR and its benefits for the society in the long run. And to ensure that its own way of operating is on line with good CSR practices, Moreover, with particular regards to ministry of health being in the public sector, there is a good chance that the organization can drive CSR by sustaining a few losses in order to demonstrate to private health care service operators that the concept is important while trying to drive a business in the long run.

Anticipatory leadership

Anticipatory leadership refers to the notion of a forward thinking, an organization that plans for the future by changing the mind-sets of those who are in a position to mold strategy and policy-making (Ratcliffe & Ratcliffe, 2015). Being a future oriented leader there are five key leadership skills or traits (as seen in Figure 2) that anticipatory leaders have. These are termed as the five literacies by (Ratcliffe & Ratcliffe 2015) and comprise of awareness, authenticity, audacity, adaptability, and action. As it can be seen authenticity and adaptability are the same key ideas that the current trends in leadership, therefore this framework of the five literacies is adept at preparing leaders for the future, where leaders can be trained in these five areas to become anticipatory leaders.

It has been indicated that great leadership is that which inspires followers to the extent that they think that the goal that they achieved as a group with the leader was in fact their own decision (Palmer & Breuille, 1996). As the trends in the business world are changing, so are the requirements from the leaders, especially with the new appreciation that risk taking is awarded, and given the fact that in this economy of easy global connectivity relatively less known start-ups can cause disruptions that can uproot major players. Consider the case of Nokia, for instance, the company dominated the mobile phone market in its day, and yet when the smartphone innovation disrupted market dynamics, it left the company floundering. The key, as they say today, is in anticipating the future, which can be done through weak signals about future trends in the present, or with a good instinct about what people would want from the companies in the future. No matter what the case, market research, and data mining will not prepare the company for what is to come, the future is uncertain and companies that can be flexible in anticipation of inevitable change are expected to survive.

Anticipatory leadership has to anticipate the trends in leadership and needs to be responsive to the needs of the dynamic market. In that essence, while the trends have been discussed from the perspective of the framework that has been suggested by PricewaterhouseCoopers, there is also the need for the leadership to develop skill sets in order to be considered anticipatory. These skills, also termed as literacy, will, in the context of a public sector organization such as the ministry of health, will require leaders to be aware, authentic, audacious, and adaptable and action oriented. (As seen in Figure 3) these literacies are in line with the trends in leadership that were previously discussed, where awareness, authenticity, and adaptability are all required of modern leaders.

a) Awareness Literacy and M.o.H implementation

Anticipatory leadership, therefore, entails awareness in the leader with regards to his or her group and him or herself. This is because the identification of strengths, weaknesses, limitations, and aspirations leads to the effectiveness in policy making and futures planning. The main component here is that of the Emotional Quotient, where self-awareness, management and relationship management are needed in order to be prepared for the future. In order to cultivate awareness, leaders should be able to take the long term view, and at the same time should be able to evaluate risks based on horizon scanning techniques (Ratcliffe & Ratcliffe, 2015).

b) Authenticity Literacy and M.O.H implementation

Authenticity is the second literacy, which highlights the importance that people attach to being led by a personality rather than by a position. This means that the leader should have a personality that inspires followers, rather than being in a position that demands compliance.

Authenticity is then driven through conservation of core values, persistence in achieving goals and maintenance of a confident outlook. A leader tends to be inspirational when he or she is able to frame issues and challenges in a positive manner. In the modern age, there is nearly universal access to information so that leaders who are not authentic and honest will be discovered for their fears, and this can lead to serious consequences. With constant monitoring and the influence of social media on everyone's lives, leaders are also not expected to stay immune from the backlash from their followers if they behave in a manner that does not aspire to be authentic. This is especially important in terms of public sector organization in the health sector, which is generally up to intense scrutiny from the media. In such a case only leaders that are considered authentic will be needed so that it is an essential aspect of anticipatory leadership. The plan for preparing anticipatory leader then is in thinking about strategy from a 'Blue Ocean' perspective (Kim & Mauborgne, 2004). Moreover, strategic conversations with stakeholders and important players can lead to better decision making about the future, where the impact of change rather than the change drivers lead the drive towards authenticity in leading.

With respect to the M.O.H, the concept of deifying, relating, connecting, creating and consuming services which the community is in need of delivers results.

c) Audacity Literacy and M.O.H implementation

Audacity refers to the daring that is possessed by leaders in the face of uncertain situations that companies in all industries face. Moreover, with the amount of research carried out in the field of medicine as well as the increasing awareness regarding diseases in patients – who can simply look up their symptoms online and diagnose or misdiagnose their ailments, ministry of health needs to have audacious leaders who are able to address these challenges in novel ways. Audacity can be developed to a greater degree through scenario thinking, where multiple futures which are plausible and internally consistent can be planned for. Weak signals can also be harbingers of the impending change. Consider the diagnostic tests that are being developed by Theranos. The company claims that it has developed systems that can run nearly 30 tests on a sample of blood which

is as small as a drop (Nguyen, 2014). The less painful and very quick blood testing method is in its initial phases, but could be a weak signal of what is to come in the healthcare industry.

d) Adaptability Literacy and M.O.H implementation

Adaptability in leadership refers to learning to live in a disequilibrium where the situation is uncertain and there are disruptive changes that dominate all trends in the market. Adaptability then refers to the ability of the leader to take risks which are smart and resist leaping at all opportunities. The tenacity of a leader to make hard choices and resist moves that are not connected to the purpose of the organization enables the organization to adapt to the environment. In such a scenario a system thinking the approach of a leader comes to the rescue enhancing the adaptive capacity of the firm (Ratcliffe & Ratcliffe, 2015). Consider the example of Apple Inc. which was making losses until the company launched a revolution. Up till a certain period the Blackberry phone was leading the phones market when the iPhone was launched, although it had a slower system and a higher battery life, the understanding of the founders with regards to the aesthetic appeal of the phone and the touch screen feature allowed Apple to beat all odds and become one of the biggest brands in the world (Kaplan, 2012).

Storytelling in the age of social media can prove to be a further boon to business where connecting core business activities with social communities through the art of storytelling can allow an organization to seem more humane in its approach (Gino & Staats, 2015). In the same manner, the age old habit of storytelling that has been ingrained in humans since birth is a great way for leaders to communicate their vision in a relatable way that most employees can understand and take inspiration from.

e) Action Literacy and M.O.H Implementation

The Action is another skill that is required of anticipatory leaders were leading the team to unified action and interconnecting and engaging stakeholders is needed in order for the team to be successful. At the ministry of health, the literacy of action will allow leaders to first gauge and evaluate what their followers are capable of and then motivate and inspire them towards higher goals.

THE FUTURE OUTLOOK FOR THE HEALTHCARE INDUSTRY IN JORDAN

The future outlook for the healthcare industry in Jordan is uncertain due to the rising expenditure on health care in recent years, the influx of refugees to the Kingdom, in line with the growth in the

population, as well as an increase in demand for more and better quality services. In addition the rate of technology transfer and adoption of research and developments that are made in developed countries in the West. This means that any technological breakthroughs in the West are likely to impact the healthcare industry in Jordan and the industry will have to make itself ready for this disruptive change. Incremental changes are part of the norm in the healthcare industry, which includes improvements in health services. Meanwhile, as a poor country with a large budget deficit, this high public sector spending is arguably unsustainable in the long run. However, Jordan has to be vigilant in its efforts to maintain its attractiveness as a medical tourism destination Where, the region faces tough competition from the healthcare service providers in the UAE, Moreover, the scenario in the UAE is such that there many clinics that are affiliated with Western institutions such as the Cleveland Clinic, which offer high- quality services and a luxurious environment that is deemed attractive by wealthy locals (Cleveland Clinic Abu Dhabi, 2015; Healthplus, 2016; Healthpoint, 2015). Leaders in the healthcare industry have to be prepared to anticipate these scenarios and to strategize the best possible action plan to take in order to counter the upcoming challenges.

CONCLUSION &RECOMMENDATIONS

While the Change is necessary for organizations to survive and exceed the competition of industry, The Management of change is becoming an important step in the process of the strategic change, at the meanwhile, the leadership has a strong role to play in transformational efforts in order to lead the process. However disruptive or incremental change both are needed for success in an increasingly changing world.

The future is uncertain and organizations that can be flexible in anticipation of inevitable change are expected to survive, the key is in anticipating the future. Leaders in the healthcare industry have to follow the four main trends in leadership, agility, talent, authenticity, and sustainability and developed a set of skills in order to increase their capacity in strategic thinking and to strategize the best possible action plan to take in order to counter the upcoming challenges. In the context of a public sector organization such as Ministry of Health, it requires leaders to be aware, authentic, audacious, and adaptable and action oriented. These skills, also termed as literacy which should be in line with the trends in leadership where are all required of modern leaders, With regards to M.O.H, the organization needs to learn adaptability by following the models and benchmarks that are set by other large innovators in their respective

fields. **also**, Anticipatory leaders do not only have to be prepared for the future, they also have to communicate their ideas to their followers. This can be put into practice at the M.O.H where the story of the leader making it to the high position in the organization, would motivate others to follow the same goal. As well as If the M.O.H leaders were proactive about adopting the new techniques in diagnostics as well as in other fields of healthcare such as medicine and paediatrics, the organization would be making the disruptive change rather than reacting to it, and in essence, could essentially revolutionize disease diagnosis procedures in the region. Rather than looking at what is driving change, if the leadership at M.O.H looks at the impact of the change in technology in healthcare, and the increase in the treatment options available to people in Jordan ,(Since efforts are also being made by other countries to attract tourists), it can offer services of the quality that people need. With a High standard of medical care and advanced machinery and technologies Connecting this idea to the implementation of anticipatory leadership to M.O.H, it has to be noted that the healthcare organization will be in a better position to be in a comparable position with private players if it actively analyses its strengths and weaknesses. In the case of the ministry of health, the strength of the corporation is in the accessibility it has to the whole country, while its weakness is the sprawling bureaucratic structure.

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ANNEXES

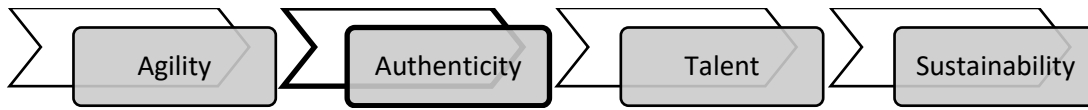


Figure No.1. Trends in leadership,
Source: PricewaterhouseCoopers (2008)



Figure No.2. The five literacies,
Source: Ratcliffe & Ratcliffe (2015)

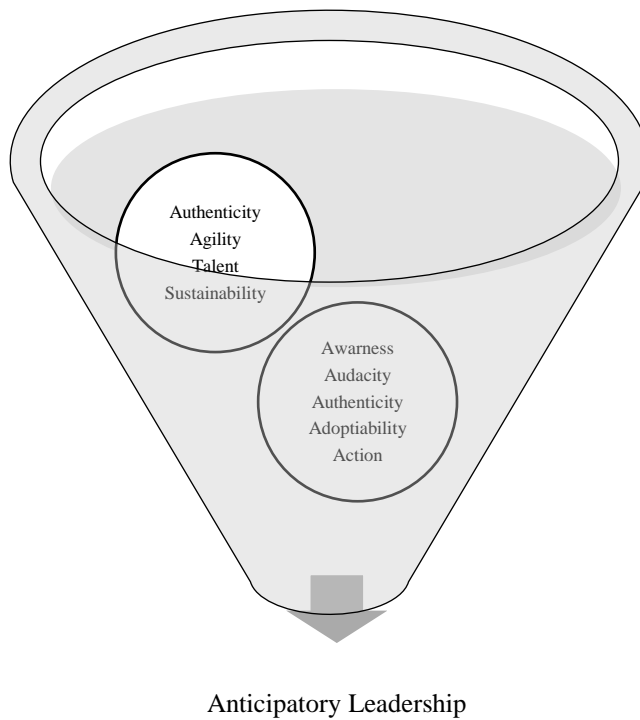


Figure No.3. Anticipatory leadership prototype presentation,
Source : the researcher