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Introduction

In any organization, there must be a strategic vision and mission that guides the organization's operations. The strategic management process is significantly influenced by executive leadership. Leadership creates a strategic vision, mission, as well as goals.

The leadership also establishes the strategies and activities to be used to achieve those goals. The plan that is developed includes a Monitoring and Evaluation framework to track the progress of the implementation and ensure that the organization meets its goals. The executive leadership is the heart of any organization, and the success of the organization is determined by how this process is managed by the leadership.

This examination will be responding to: the role the excecutive leadership in an organization; the type of members who should be in the should be in boards; working with transformational leaders and the role of lower level employees in boards. At the end of this examination paper, there is a case study on a disagreement between the board and the CEO in a case over plans to focus on instant messaging software. The disagreement caused long-term harm to the company's success.

Chapter 2

2.3. Explain the role of executive leadership in building the strategic vision in corporations.

The strategies and goals developed to guide the operations of any organization are consistent with the vision of the organization. The strategy focuses on both future development and the immediate actions that must be implemented. Executive leaders guide the organization toward the desired vision. Vision is at the heart of strategy, as well

as leadership. As a result, the role of executive leadership is to create a vision for the organization that engages both the imagination and the energies of its people.

An effective leader recognizes that the purpose of leadership is to generate human energies and vision. As a result, executive leaders' role is to create a strategic vision that is consistent with the organization's values and mandate. This connection must be made in a way that everyone in the organization understands, accepts, and supports. The enterprise is moved by vision; the enterprise is stabilized by values. Values look to the past, while vision looks to the future. Drucker (1992).

Similarly, executive leadership develops measurable goals and objectives in tandem with the development of the organization's strategic vision. A goal or objective that cannot be measured has no value. An executive leader improves the effectiveness of measurable goals by incorporating achievement incentives (Collins 2001). These incentives encourage goal-achieving behavior while discouraging the opposite, making strategy "happen" through their self-enforcement power, but they must be tailored to the organization.

Contracts require each government organization in my community and at my workplace, which is a government institution, to develop its own Strategic plan that focuses on its mandate. The plan includes all of the sections that a Strategic plan must have. The development of this plan is led and guided by the organization's leadership. Everyone on the team is involved in the majority of the development stages to ensure that everyone embraces and owns the process. This motivates all employees to complete the activities because they understand how the process was carried out and are aware of the agreed-

upon activities. The performance contracting system is used by the government, with each organization's leadership spearheading the process. The organization's leadership must appear before an evaluation panel to present the vision, mission, and targets that it intends to implement in accordance with its mandate. It is discussed and agreed upon by the two parties, after which they sign the document to bind them. At the end of the year, the two parties meet to review the status of the accomplishments, and they are graded at the end of the review.

2.4. Who should and should not serve on a board of directors? What about environmentalists or union leaders?

If the Board is to fulfill its role and meet the expectations of shareholders, its structure and composition must be carefully considered. To achieve the best results, board members should be chosen from a diverse and experienced group of individuals who are not involved in the organization's management. A public corporation's board of directors is primarily responsible for selecting the CEO and overseeing the CEO and senior management in the competent and ethical operation of the corporation daily. Management is responsible for running the corporation in an efficient and ethical manner in order to maximize shareholder value. If the Board is to fulfill its role and meet the expectations of shareholders, its structure and composition must be carefully considered.

The Board should be the right size and have the right mix of skills to ensure maximum effectiveness. The board of directors must have an optimal mix of executive and non-executive directors, as well as gender balance in director selection. At least half of the

board of directors must be non-executive directors. The board of directors is made up of both internal and external organization members. An inside director is a member who represents the company's major shareholders, officers, and employees and whose experience within the company adds value. Outside directors should bring an objective, independent perspective to goal-setting and resolving any company disputes, even if they are not involved in day-to-day operations. Finding a happy medium between the two is critical to the success of the board. As a result, the board of directors should include both internal and external members, as well as management and shareholder representation.

Serving on their organizations' governing boards is not a good practice because it creates a natural conflict of interest for executives to serve equally on the entity that supervises them. A union or labor representative may be allowed to serve on the board of directors of a corporation that is not unionized. Having a union representative on the board of directors has numerous advantages. Directors, for example, frequently have greater access to information, which increases trust among union members because they know they have more open access to information as a result of the union-director relationship. This increases trust among union members because they know they have more open access to information through the union-director.

Furthermore, while environmentalists may provide excellent information to the board, they may pose a problem if they argue solely for environmental considerations while disregarding the corporation's other stakeholders. It is critical to have environmentalists on the board, especially if the corporation is involved in operations or activities that

necessitate environmental concerns, such as manufacturing, mining, geology, and nuclear weaponry, to name a few.

In Kenya, for example, a corporation is a parastatal institution established by the State Corporation Act, Cap 446. (Revised edition 2012). A corporate body established by or under a Parliamentary Act, as well as a corporate body formed to carry out the functions specified in the presidential order, may be included. It could also be used to represent a bank or a financial institution that is licensed under banking laws. Act, as well as any other company established under the Company Act. Subject to the provisions of this State Corporation Act, every state corporation has all the powers necessary or expedient for the performance of its functions. There is a list of those who should serve in corporations in the act. The following general specifications are provided depending on the institution's mandate: The chairman of the board shall be appointed by the President, the permanent secretary of Ministry of Finance; the Permanent secretary Ministry of the parent Ministry where the Corporation belongs; the chief excecutive of the organization; Antony General; and a minimum of 11 members who are employees of the corporation. (Kenya Law Society, 2005) this act serves as a guide for all corporations in complying with regulations. Boards must seek approvals after sending the list to the parent ministry for approvals.

2.5. Should a CEO be allowed to serve on another company's board of directors? Why or why not?

Yes. A Chief Executive Officer (CEO) should be allowed to serve on another company's board of directors. CEOs from other companies are highly valued because they can provide excellent advice to the CEO of the organization on whose board of directors he or she serves. Allowing the CEO of another company to serve on the board of directors of a corporation creates an interlocking directorate between the two companies. This is also a good way to obtain inside information about an uncertain environment, as well as objective advice from other CEOs on potential strategies, tactics, and experience. For these and other reasons, well-connected firms are better able to survive in a highly competitive environment.

Employees and shareholders elect the executive board, which is typically made up of company insiders. In most cases, the executive board is led by the company's CEO or a managing officer. The board of directors is usually in charge of overseeing the company's day-to-day operations. The supervisory board is concerned with a broader range of issues when dealing with the company. The chair of the board varies, but it is always someone other than the CEO.

The CEO will also be named president of the company, making him one of the board's inside directors. Additional executives/officers being appointed to the board is not uncommon. It is almost always preferable to have CEOs from other companies on the board because they provide valuable perspectives and enrich discussions. However, the problem arises when these current CEOs frequently have date conflicts and/or limited

time to deeply reflect on the company's strategic issues Sitting on the board, on the other hand, is advantageous because it allows them to gain an outside perspective and to sit in the board seat rather than the CEO seat. CEO serves on a number of boards in my community, and there has been no impact on operations. It has proven to be extremely beneficial. My employer, the National Council for Population and Development, is one such example. Demographers create up the technical staff. My CEO is a member of the Kenya National Bureau of Statistics' board of directors. Demographers work in the bureau as well and lead the process on the technical side of population during the Census. Demographers from the national Council for population are called upon to assist at this time, and because the CEO is a board member, it is very easy for the two organizations to collaborate and the staff participate in the whole process together with the others in the bureau.

In other words, CEOs should serve on the boards of companies that, while not competitors, face challenges similar to the CEO's own company in order to gain insights for future improvements. This could include a company with similar functional areas or capabilities to those that the CEO's company is attempting to build or develop, such as the ones mentioned above.

2.6. What is the role of codetermination? In your opinion, is the incorporation of lower-level employees on the board appropriate?

Codetermination, also known as co-partnership or worker participation, is a practice in which employees have the right to vote for representatives on an organization's board of directors. It also refers to employees having legally binding rights in workplace councils.

This constitutional and legal right serves as the foundation for the principle of co-determination, which grants employees the right to co-determine or share responsibility for developing policies that affect their rights, benefits, and welfare. Workers and management collaborate to make decisions for the organization for which they work.

Thus, it is a structure that allows employees to be represented on the board of directors alongside shareholders; the codetermination system can help reduce workplace conflict between employers and employees because the latter can participate in company management. Codetermination at the corporate level aims to introduce equal participation of shareholders and employees in a firm's decision-making and to supplement a firm's management's economic legitimacy with social legitimacy. Thus, codetermination refers to a democratic decision-making process at the firm level, as well as capital and labor equality.

Lower-level employees should be included on the board because it allows them to actively participate in decision-making and frequently share suggestions and ideas that benefit the company. Importantly, employees believe that their opinions are valued and that they are motivated to contribute to the success of the company. Employees will remain engaged because the quality of the product and the results it produces are important to them. Importantly, having employees on the board allows them to effectively share their thoughts and suggestions about the company. They are also more likely to identify workflow bottlenecks in their daily work and come up with new, innovative ways to improve things. This will work well in organizations where the activities are not too technical for lower-level employees to comprehend.

2.7. Should all CEOs be transformational leaders? Would you like to work for a transformational leader?

Transformational leadership is regarded as a desirable leadership style that improves a variety of employee performance outcomes as well as organizational performance and growth. This type of leadership connects workers to the organization and empowers workers, making them want to stay and work for the organization. A transformational leader provides change and movement in an organization by providing a vision for that change" (Wheelen & Hunger, pg. 60).

As a result, I believe CEOs should be transformational leaders. Transformational leaders are required to support and guide an organization's success. Transformational leaders inspire positive change and chart the organization's course to success. Transformational leadership, according to Cherry (2016), is achieved by leaders and followers assisting one another in reaching higher levels of motivation and morale. Transformational leadership is concerned with strategic change, organizational reengineering, team building, motivation, and employee collaboration on various levels for the overall benefit of the organization. Transformational leaders are those who use inner motivations to tap into their followers' self-concept and drive their followers' commitment to success.

Working for a CEO who exemplifies transformational leadership would thus benefit not only the organization, but also me, encouraging and inspiring me to achieve the impossible. Such a leader will propel me to greater heights while also ensuring the organization's competitiveness. Transformational leaders bring the most success to their

organizations by making sure their company is growing and expanding. The CEO sees the future of an organization rather than what it is currently.

This does not benefit the company only, but each employee who is made to feel part of something bigger than just their daily work. One of the most important reasons for CEOs to be transformational leaders is to set high performance standards for others. This is why I will like to work with a transformational leader. CEOs who do this take a motivating approach to leadership during times of economic prosperity.

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STRATEGIC PRACTICE EXERCISES

Innovation Issue: Blackberry's Lost Empire

RIM, renamed Blackberry, was once the market leader in smartphones. By 2014, it was on the verge of collapse. They had reported a staggering U.S. $965 million loss. This was largely due to its Z10 smartphone being a massive failure. The company was now poised to trim 4,500 jobs, equating to around 40 percent of its workforce. To the beleaguered shareholders of Blackberry this was just another failure to build on the failures of the past. Since 2008, they had seen over U.S. $75 billion wiped off the value of the company. This was a business that had been at the forefront of smartphone technology, design, and innovation, now reduced to a company desperately fighting a losing battle against Apple and its other competitors.

Time after time, Blackberry had the chance to continue to dominate the smartphone market. Time after time, the board of directors had either terminated innovative projects or had disagreed with one another to such an extent that nothing happened. Back in 2007, just after the launch of the first iPhone, Blackberry had been approached to create a touch screen smartphone. Their research and development had failed them.

Verizon turned to Google and the Android was born.

In 2012, the board had clashed over Jim Balsillie's (then co-CEO) plans to focus on instant messaging software. The scheme was violently opposed by Blackberry's founder, Mike Lazaridis. The plan was terminated by the new CEO Thorsten Heins. In turn, Heins disagreed with Lazaridis about the continued focus on the keyboard rather than the smart screen.

Heins opted for touch screen technology for the Z10. Blackberry had earned its reputation and fortune by creating a smartphone for corporate clients. What the board failed to notice was that the real growth and innovation was in the consumer market. It was here that Apple was scoring with each successive development of the iPhone. It was also the consumer that was buying Android devices in steadily increasing numbers.

A potentially lucrative venture in the Chinese market was also shelved in 2013 because the Blackberry board had taken too long to make decisions. They had also left its Asian partners out of the loop.

What are thoughts about this case?

Introduction

Rivalry is a natural part of human nature, and boards of directors and senior executives must think about it more deeply to avoid becoming entangled in its dark side. It is unprofessional for the leadership to paint a bleak picture for its stakeholders. Disagreements in the boardroom must be resolved in an amicable manner before they spill out.

A disagreement between the board and the CEO in this case over plans to focus on instant messaging software hampered decision-making and the working relationship

between the CEO and the board on a critical matter affecting the company. As a result, disagreements between the board and the CEO grew more heated, causing long-term harm to the company's success.

It was critical to define which decisions should be made by the board of directors and which onces by executive management. The board of directors required explicit decision-making authority over regulatory changes, competitor moves, and technical issues. The CEO typically bases his or her decision on a set of informal norms that have evolved over time, norms that reflect the company culture and, more importantly, the CEO's personality and the relationship he or she and the rest of the executive team have with the board. Furthermore, the board and executive failed to recognize the need for innovation in the consumer market. They needed to reconsider how to bring new products and innovations to market more efficiently. If they focused on research and development and scanned the market for needs, they would be able to devise a better strategy to salvage the situation. By working backwards from an endgame, they can also convert markets from foes to allies.

In order for Blackberry to develop suitable products that can impress customers, it was also necessary to assess market competition by studying other competitors. When market participants are interconnected, the market's hostility to new ideas grows. Each participant in a networked market will only switch to a new product if they believe others will do the same. The participants' codependent behavior makes it more difficult for companies to challenge the status quo than if each participant acted autonomously.