THE NEED FOR STRATEGIC LEADERSHIP IN TIMES OF DYNAMIC GLOBAL CHANGE

Dr Stephen Bloy •
Prof. Daniel Khan ••

Abstract:

The focus of this paper is to examine the need for and role of strategic leadership in times of dynamic global change. Context is partially provided by the argument that, perhaps more so in times of economic instability, strategic management and leadership is the most important responsibility of senior management to position and relate an organisation to its environment in such a manner that assures its continued success and security from surprises. As the discourse is developed within the paper, the notion that, effective strategic leadership is essential for organizations to remain successful, will be argued and examined within the contextual element of a constantly changing and rapidly evolving business world that includes the emerging BRIC economies. It will be contended that a series of crises, including oil supply restrictions, energy and material shortages, rising inflation, economic stagnation, labour unrest, increased unemployment and then recession experienced thus far in the new millenia has caused many senior managers to search for a radically different approach to the running of their businesses.

Context is further provided with the acknowledgement that in a dynamic and strategically emergent business environment there is a continuous need to search for ways of: sustaining growth (profit) when faced with tough competition and pressure on the provision of goods and services; investing in the upgrading of product and service quality and customer service; focusing management energy on new market opportunities; improving responsiveness to market change and accelerating the delivery of new products and services. All against a backdrop of shorter product life cycles whilst recognizing the need to challenge internal cost structures and the price of bureaucracy. The real challenge of the dynamics of competition is that, battles are fought among firms taking different approaches, especially those that counter yesterday's ideas. The size of an organisation does not confer competitive advantage, the way things are done does. Market share (large) is the reward for vision, creativity, efficiency and effectiveness. If things can be done better, small (share) organisations could increase their share of the market and challenge the leaders. It will be argued these are the strategic challenges that raise major leadership issues.

Though the discourse will be generic, taking into consideration a range of theories, models and opinions, on strategic leadership, the central theme of the presentation will be the applicability of the concepts for any organization and/or sector. It is intended to synthesize the argument into a case for strategic leadership irrespective of the size and nature of the organization. This discussion will be both scholarly and empirical with the argument presented in the form of a paper. The research methods adopted were the personal experiences of the authors in working with successful senior managers in a range of industries and, desk top research of primary contemporary literature. This enabled the authors to draw from a range of documentary evidence and to take into account alternative views that have been written on the subject before.

• *Director of Research · Grimsby Institute of Further and Higher Education, Nuns Corner, Grimsby, North East Lincolnshire, United Kingdom, DN34 5BB*
•• *Principal · Grimsby Institute of Further and Higher Education, Nuns Corner, Grimsby, North East Lincolnshire, United Kingdom, DN34 5BB*

Introduction: The focus of this paper is to deliberate and discuss the need for strategic leadership in times of dynamic global change. Conceptual underpinning of the paper is partially provided by the line of reasoning that, in times of economic instability, continuous and discontinuous change an essential aspect of strategic leadership is the responsibility of senior management to be able to position and relate their organisation within its environment in such a manner that assures its continued success and security from surprises (Ansoff 1996). Tichy and Bennis (2007, p.94) go further and state:

A leader's most important role in any organization is making good judgments – well informed, wise decisions that produce the desired outcomes. When a leader shows consistently good judgment, little else matters. When he or she shows poor judgment nothing else matters.

Adding (ibid, p.96) 'a judgment that is not successfully executed is a failed judgment no matter how smart the strategy'. Alternatively, Michael Bon, PDG, Carrefour SA, cited by Thompson and Martin (2005, p.445) points out in respect of strategic leadership:

Strategic awareness and change involves: becoming aware – listening, being on the shop floor more than in the office whilst , most important of all, staying humble – taking action – sharing with others

The contention being that effective strategic leadership, which is essential for organizations to remain successful, has to be grounded within the perspective of a constantly changing and rapidly evolving business world that includes the emerging BRIC (Brazil, Russia, India and China) economies. And, as the nature of organizational leadership is changing because of the increasingly competitive global market, it is now also claimed that, 'organisations with only one leader are short on leadership' (People Management, Feb 2004). Adding support to the notion that effective leadership needs to be found at several levels within the organization. Lumby (2007, p.12) referring specifically to the education sector, commented:

The concept of leadership has moved from a process orchestrated primarily by the principal and to a lesser extent senior and middle management to a much more fluid construction by a whole host of players

Our experience suggests that Lumby's viewpoint is just as true within the business world.

The viewpoints and arguments made within this paper, take into consideration generic theories, models and the centrality of leadership from the point of view of applicability for any organization. As the paper is intended to be more scholarly than empirical, the research methods consisted mainly of desk top research of primary literature and contemporary articles. This enabled the authors to draw from a range of documentary evidence and to take into account alternative views that have been written on the subject before. The literature reviewed included: appropriate management, leadership and educational journals and case studies. The research was also triangulated with ethnographic

Keywords :
Strategic Leadership, Global Competition, Business Environment, Economic context.

primary research by drawing from the authors personal experiences in working with successful senior managers in a range of industries.

Contextual Background

Empirical evidence suggests that a series of crises, including oil supply restrictions, energy and material shortages, rising inflation, economic stagnation, labour unrest, increased unemployment and the recession experienced in the new millennia has resulted in senior managers having to search for innovative and radically different approaches to the running of their businesses. Ed Ludwig, CEO of Becton, Dickinson cited by Eisenstat, Beer et.al (2008) suggests, 'being a CEO is like answering a call to bring the organization to a better place than where you found it'. Within the dynamic and strategically emergent business environment there is a continuous need for strategic leaders of organizations to search for ways of: sustaining growth (profit) when faced with tough global competition and pressure on the provision of goods and services; investing in the upgrading of product and service quality and customer service; focusing management energy on new market opportunities; improving responsiveness to market change and accelerating the delivery of new products and services when product life cycles are shortening. Whilst at the same time recognizing the need to challenge internal cost structures and the price of bureaucracy. Thompson and Martin (2005, p443) referring to Kets De Vries (1996) conclude that, 'the most successful strategic leaders perform two key roles, a charismatic role and an architectural one'. The charismatic role involves establishing and gaining support for a (winning) vision and direction by empowering and energizing employees. The architectural role concerns building an appropriate organization structure together with systems for controlling and rewarding people. As a result the strategies are owned, customers are satisfied, employees enjoy work and things can and do change rapidly. These arguments embrace visionary leaders, entrepreneurs and the process of intrapreneurship within the organization. Arguably then, the real challenge of the dynamics of competition is that, battles are fought among organisations taking different approaches, especially those that counter yesterday's ideas.

'The most successful strategic leaders perform two key roles, a charismatic role and an architectural one.

Irrespective of whether the environment is dynamic or stable, the size of an organisation does not confer competitive advantage. The way things get done, which reflects the leadership within the organization, does. According to Eisenstat, Beer et.al (2008) 'Finding and holding a firm's moral and strategic center in a competitive market is a calling and an art, not an engineering problem'. Literature, (Senge 1991; Swieringa and Wierdsma 1992; Thompson and Martin 2005) inter-alia, suggests that organisations have had to become learning organizations. Embracing the knowledge management paradigm results in the trend shifting from growing stronger, i.e. just acquiring tangible assets to growing smarter by acquiring transferable knowledge. Debatably, organisations can learn only through individuals who learn and, whilst individual learning does cannot guarantee organisational learning, it is accepted that without it,

no organisation learns. What part does innovative strategic leadership play within the learning organization process? Probst and Buchel (1997) suggests '...the process by which the organization's knowledge and value base changes, leading to improved problem solving ability and capacity for action'. Whereas Sloan (date unknown) argued from a business perspective that:

...the strategic aim of a business is to earn a return on capital, and if in any particular case in the long run is not satisfactory, then the deficiency should be corrected or the activity abandoned in favour of a more favourable one.

Probst et.al and Sloan appear to be suggesting organisational learning is no different to individual learning in that it is designed to bring about behavioural change. Doug Conant, CEO of Campbell Soup cited by Eisenstat, Beer et.al (2008) adds weight to this notion by contending, 'you can't talk your way out of something you have behaved your way into. You have to behave your way out of it'. A larger market share for example, may be the reward for strategic vision, creativity, efficiency and effectiveness of the organizations leadership in constantly bringing about organizational behavioural change. Allen and Hartman (2008, p.10) also support this notion of behavioural change by commenting 'Leadership is a relationship between leaders, followers and the situational context'. Alternatively, when asked what he had done to bring about the turn round of SAS Airlines, Jan Carlson (attributed) the CEO responded, 'we didn't do any one thing a 1000% better, we did 1000's of things 1% better'. Consequently, if things can be done better, small (share) organisations could increase their share of the market and challenge the leaders. Porter (1997, p 4) points out 'Competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value.

Strategic Leadership, Vision and Culture

Strategic leadership is being able to see and plan the way ahead through clear strategic goals and objectives. It is having a strategic understanding of the changing nature of the environment and being able to respond to the cues and signals which are constantly emerging from the general and competitive market environment. Furthermore it is an appreciation of the organisation's strengths, weaknesses, abilities and cultural paradigm. It is about understanding the organizations strategic ability to cope and contend with what is coming, metaphorical speaking, towards them. Strategic leaders, from an organizational perspective, according to Bloy (2007) have to 'stop looking in the mirror and being pleased with themselves and start looking out of the window'. Creating the conditions for a new culture to emerge to be able to manage these challenges as they are presented may be one of the most important tasks faced by the leadership (Johnson and Scholes et al 2006). Are leaders defined by what they say or what they do? Collinson and Collinson (2005, p. 4) provide a useful perspective with their contention that, 'Leadership is a dynamic, inter-actional but asymmetrical process between leaders and followers operating within particular shifting local, national and

'Competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value.

global contexts'.

Contemporary literature often simplifies leadership into a checklist style definition. The use of these and there are many variations, can become the means by which we judge effective leadership. The following is not untypical of how people describe leadership:

D– direction; providing an overall sense of company goals

R– respect; respecting employees

I– inform; keeping employees informed on company performance

V– values; articulating clear values

E– energy moving quickly and flexibly

R – role model; leaders are watched more than they realise

(Source Business and Education Training, October 2003)

The fact that the above checklist approach to define leadership is a play on the word 'driver' is not accidental or coincidental. Similar metaphors and imagery are regularly promoted; stirring the ship through turbulent times or the ship is rudderless if the leadership is perceived as ineffective or weak. Defining leadership in this manner can be overly simplistic one dimensional and emphasises a characteristic approach that may not reflect the bigger picture that takes context and situation into account.

With regard to the future, according to Warren Buffet (attributed) 'when we sit in the shade, we are grateful that someone had the vision to plant the tree'. In a similar vein Oscar Wilde (date unknown) commented, 'there's nothing wrong with being a dreamer, as you will see the dawn before others'. Both of which, illustrate the point that vision is about the future, looking ahead and anticipating what will be required. Senge (1995) argues that the vision can provide the basis for creative tension...'Creative tension comes from clearly seeing where we want to be (our vision) and telling the truth about where we are'. Whereas, Hamel and Prahalad (1995) explicate that, 'the notion of strategic intent conveys a sense of ambitious change, a new direction, discovery and even profound destiny'. Clearly then, the increasingly changing context of the business environment suggests that strategic leadership is about the constant review of the organisations vision and raison d'etre. Amazon.com provides an appropriate example of how the vision can change as the market or sector changes.

...to use the internet to transform book buying into the fastest, easiest and most enjoyable shopping experience possible (1995)

...is the place to discover anything you want to buy online (1999)

Amazon.com seeks to be the world's most customer-centric company, where customers can find and discover anything they may want to buy online at a great price (2006)

Source: Amazon.com Investor Relations website.

In addition to the responsibility for developing the vision, strategic direction and establishing the strategic business objectives of their

organization, leaders through their style and manner will impact on the culture and shared values of the organisation. Lumby (2001 p.12) points out:

Cultural change is not brought about by espoused values and actions but by interpretation of signals from the leader which may contradict publically promoted values and assumptions. Leadership may be an embodiment of what people do, not what they say

Whereas Pickett (2001, p.1) suggests that:

Organisational behaviours are adapted to the desired outcomes, based on individual organisational norms and mores and that each individual organisation will 'fit' their leadership and management needs to their desired outcomes.

Pickett's choice of the word 'fit' appears to be apt for it has long been contended that the style of leadership within any organisation can be the catalyst for the organisation's success or failure.

Good Leaders come in all shapes and sizes, with their own distinctive styles. Principled, unscrupulous, enlightened or egotistical, one thing marks them out for success – people follow them to great things (Source: Driving Leadership and Management, Sept 2005, p.17)

Much has been written on the subject of leadership with countless so called leadership and management 'gurus' expressing diverging views on the role, nature and styles of leadership and how they see leadership strategy and behaviour impacting on organisational performance. Numerous highly leader-centric models and explanations that encourage us to make sense of the phenomenon of leadership have emerged. In essence, the praxis of effective strategic leadership will include a skillful synthesis and application of many leadership and management theories. In this regard, the strategic leader of today has to become both a scholar and a practitioner. A requisite of which is an epistemological integration of theory and practice. One cannot effectively apply theory without understanding.

In exploring the subject of strategic leadership it is useful to further establish a frame of reference from which, we can deliberate on what leaders actually do and what we expect them to do. Whilst it is reasonable to assume that what leaders do will vary considerably at different levels of an organisation and from situation to situation, it is our contention that the actual principles of effective leadership do not change from organization to organization or sector to sector.

In the past there has been, and maybe still is, a tendency for views on leadership and leaders to be 'fashionable'. For example, in the UK during the early 1990s the views on leadership of Sir John Harvey Jones the former Chairman of ICI were promoted as worthy of emulation in the business world. Now, his opinions are no longer fashionable, the argument being that he was trapped in a mindset that suited the giant corporation of ICI but was not transferable to smaller organizations or different sectors. Morgan (1986, p.200) offers a possible explanation, "People can get trapped by illusions hence the way they understand reality is limited and flawed".

In a similar vein, Pascale (1990) contended, "that as Managers (leaders) in an organisational context we are continually creating and the breaking paradigms before becoming imperiled by them". Our contention is, we learn how to see and subsequently can become blinkered. Collinson and Collinson (2005, p.7) in their research on the nature of leadership suggested:

The tendency to make sense of leadership issues through such individualistic models and assumptions is deeply embedded not only in research literature but in popular cultures particularly in western society.

Adding, "The context in which leadership operates is often neglected in the search for universal rules and laws".

If, as Collinson and Collinson (ibid) suggest, there is an inherent tendency to reduce explanations to models, it is relevant to examine whether the use of theories and models encourages us to consider leadership in the context of the situation or challenges; or to take into account the influence of personal characteristics. Moreover, from a cultural perspective we can question whether the culture is shaped by the leader or is the leader shaped by the culture. Johnson and Scholes (2005, p. 163) suggest that:

Organisational culture is the deeper level of basic assumptions that are shared by members of the organization and are built up over a period of time. Furthermore, managers (leaders) draw heavily from these frames of reference.

If leaders draw from established cultural frames of reference as observed by Johnson and Scholes, it is unlikely then that models will have universal application per se, though they have some use as a basis for understanding leadership behaviour.

A further argument is, that the nature of leadership required at a time of major change in the sector/industry would certainly differ considerably from the nature of leadership required when there is long periods of stability and less turbulence within the sector's business environment. It must logically follow therefore that, as leaders we will use different models or theories to suit a particular situation or context, just as a craftsman uses a different tool for different jobs. Acceptance of which, reinforces the notion of the leader being a scholar – practitioner and the fact that one cannot effectively apply theory without understanding. Conceivably, what we expect from leaders and how we judge their performance will not vary that much from organisation to organisation or sector to sector. But, will most certainly vary from situation to situation. The challenge all leader's face is recognizing what type of leadership is required where and when. Thompson's et al (2005) contention of the dual role, charisma and architect supports the line of reasoning.

It is apt to consider whether leaders are men/women for all seasons (all situations or all challenges). In terms of effectiveness it could be the case that an individual's leadership style may have, metaphorically speaking, a shelf life, implying that there is a time dimension on the effectiveness of a leader. Ribbins (2005) suggests leadership is a complex social phenomenon that needs to be related to historically and culturally formed contexts which can change,

endure and/or modify over time. Ribbins also contends that context must always be considered to account for particular forms of leadership dominant in any one culture or historical epoch and why these forms of leadership persist or change. The cultural context adds an important dimension to the notion that leadership is a social construct and amplifies the point that what works in one country or culture may not work, or work as well in another.

The cultural can be the significant defining factor in what contemporary society considers and expects leadership to be. During the latter part of the twentieth century and into the new millennium, contemporary society of so called 'western cultures' appears to have become increasingly fascinated by the cult of celebrity. Consequently, the word leader has become an often used and hackneyed expression employed by the mass media and applied to a range of people and situations. Leaders in business – Bill Gates, Warren Bennis; Leaders in sport – David Beckham, Tiger Woods; Leaders in politics – Barack Obama, Gordon Brown and so on. The use of symbolic imagery supports Collinson and Collinson's (2005, p.7) view that, 'we develop romantic concepts of leadership and overly exaggerated views of what leaders do and are able to achieve'. Grint (2005, p.27) added, 'We put leaders on a pedestal, expect them to do amazing things and crucify them when they don't'. Much of the contemporary literature on leadership focuses on the effectiveness of leaders in terms of, key characteristics and personal qualities such as charisma, inspirational (etc) and functional abilities such as planning, supporting coordinating and controlling.

Alternatively, according to Fiedler (1967) the situation will determine the leader. The situational approach to leadership is an insight into understanding leadership under certain conditions, which, is the main theme of this paper. Advocates of this approach argue that the effectiveness of leaders may vary from situation to situation. A leader may be highly effective in one situation and completely ineffective in another irrespective of the choice of leadership style they adopt or the inherent qualities and characteristics they possess. In the UK, Winston Churchill is regularly referred to as an example of the phenomenon of good situational leadership. Churchill was acknowledged as a good leader in the context and challenges of World War 2, but not so effective in other aspects of his political life.

Our understanding of the need for strategic leadership should not therefore be compromised by detaching the need for leadership, leadership style or characteristics from the actual situation in which leaders have to act. According to Ribbins (2005) we need to take a more multi dimensional perspective. Suggesting that we have to explore the dynamic moving picture which constitutes the leadership practice of an individual by taking into account context, culture and case to appreciate what strategic leadership really is. Ribbins's contention had support in an article in the People Management publication (February 2004, pgs. 36-38) which stated that there are three constituents to any leadership situation:

Challenges – the critical tasks, problems and issues requiring action.

Context – the local situation in which any challenge arises and the environment and on-site conditions in which action and learning take place.

Characteristics – the qualities, abilities, skills and competencies of all the people involved in the situation.

As the very concept of leadership is variable, cultural and socially constructed, Ribbins (ibid) also questions whether literature can really inform how to do the job and points out that there are as many realities as there are individuals.

Leadership implies strategic thinking and establishing a vision, the need for high performance leadership competencies, recognition of the effect leadership style may have on motivation and, the need to create an organisation with high values.

The need for Strategic leadership

What emerges from the literature is a consensus, (Harris et al 1997, p.151), (Lumby 2001, p.11), (Ramsden 1998, pgs 131-157), (Adair 1983), (Bass 1990), inter-alia, that leadership is about the guidance of an organization and the creation of a vision that provides a sense of direction and focus in the pursuit of the organisation's goals and objectives and getting things done within the situational context.

On the one hand, the need to be focused on targets and accredited outcomes suggests that the leadership emphasis in times of economic turmoil is on the 'hard architectural' aspects of business such as developing strategic objectives, organising the structure, creating the systems, planning and survival - adopting a transactional leadership approach. Alternatively a transformational style of leadership contrasts quite markedly with the transactional approach. Whilst still being focused on hard edged business challenges and context, the transformational approach takes into account the 'softer' issues of the business. Issues like super-ordinate goals, values, company style and behaviour norms; seeking as it does a deeper commitment within the organisation endorsed as achieving an envisaged motivated staff.

Within the situational context that of this paper, it is useful to reflect upon the concept of the transformational leadership paradigm being people and value centered. Ramsden (1998, p.110) points out, 'the idea of leadership as transformation and the leader as an agent for change is as old as time'. Whilst Kotter (1999) adds, 'transformational leadership is establishing direction, aligning and motivating people'. Burn (1978) cited by Ramsden (1998, p. 110), developed the idea of transformational leadership as a moral process whereby both followers and leaders were raised to higher levels of motivation and virtue. Until recently, the dynamics of leader/follower relationships and the need to develop an understanding of the psychological contract that exists between leaders and led appear to have been underestimated.

As a discussion on the need for strategic leadership, without making a reference to the associated concepts of follower-ship and partnership, it would be incomplete. It has been previously stated that leadership implies strategic thinking and establishing a vision, the need for high performance leadership competencies, recognition of the effect leadership style may have on motivation and, the need to create an organisation with high values

Within this context of follower-ship, leadership is about creating an organisational climate with an emphasis on values and behaviour, the act of delegating and empowering, building high performance teams and, coaching and mentoring. With regard to partnerships it is also about creating a climate for co-operation, cross boundary team working, networking and sharing information. Clearly then, the roles and responsibilities identified within this expanded definition will be needed throughout the organisation and therefore cannot be just confined to what we expect of the senior management team.

Leadership guru, Professor John Kotter (People Management; 26 February 2004, p. 36) has long viewed managers and leaders as two different species. He argues:

The difference between leadership and management has important implications. Management is to do with planning and organising something, coping with complexity, processes and procedures...

Leadership is to do with creating that thing in the first place. It is about coping with change and helping adapt to a volatile world.

The word 'lead' comes from an Anglo-Saxon word which means a road or a way. It's about knowing what the next step is. Theoretically leadership is different from managing in that leadership is about direction and providing a focus. Consequently what leaders should be good at is inspiring others to take that path.

Returning to the theme that leadership is about getting things done, it is appropriate to conclude by considering the raison d'etre of the Grimsby Institute of Further and Higher Education which is expressed through the mission statement:

"To be a world class, customer focused and dynamic provider of learning and skills"

For this strategic objective to be achieved, it is necessary that people take ownership of the idea at all levels of the organisation and, that the talents and resources of all its employees are fully utilised. People need to be inspired to match and align their personal values with the organisational values. For this to happen, effective strategic leadership is required within the senior management of the organisation and, distributed leadership will be required throughout the whole structure of the organisation.

References:

Adair, J. (1983) Effective Leadership, Aldershot: Gower

Adair, J. (1988) Developing Leaders, Guildford: Talbot Adair Press

Allen, S.J. and Hartman, N.S. (2008) Leadership Development: An Exploration of Sources of Learning, SAM Advanced Management Journal. Winter 2008

Bass, B.M. (1990). Bass and Stogdill's handbook of leadership: Theory and research, and managerial applications (3rd Ed). New York: Free Press.

Blake, R.R. & Mouton, J.S. (1964) A Breakthrough in Organisational

Development, Harvard Business Review

Burns, J.M. (1978) Leadership, NewYork: Harper and Row

Business Education and Training, At the Leading Edge (October 2003, pg 6)

Collinson, M. & Collinson, D. (2005) The Nature of Leadership – Leader –led Relations in Context. Centre for Excellence in Leadership: Lancaster University

Eisenstat, R.A., Beer, M., Foote, N. (2008) The Uncompromising Leader, Harvard Business Review. July – August 2008

Fayol, H. trans. Constance Storrs (1949) General and Industrial Management, London: Pitman

Fiedler, F.E. (1967) A Theory of Leadership Effectiveness, New York: McGraw – Hill

Grint, K (2005) Leadership the Debate: Driving Leadership and Management (Sept 2005), The Institute of Leadership and Management Publications

Harris, A (2004) Distributed Leadership; Leading or Misleading, Educational Management and Administration Vol32, No1, p.14-27

Johnson, G, & Scholes, .K (1999) Exploring Corporate Strategy – Text and Cases, London: Prentice Hall

Kennedy, C. (1991) A Guide to the Management Guru's, London: Business Books Limited

Kotter, J. P. (1999) A Force for Change: How Leadership differs from Management, New York: Free Press

Likert, R. (1961) New Patterns of Management, New York: McGraw-Hill

Lumby, J (2001) Managing Further Education – Learning Enterprise, London: Paul Chapman Publishing

Lumby, J. (unpublished) Leadership for Learning: The case for Further Education, The inaugural lecture of Professor Jacky Lumby, presented at the University of Lincoln, May 15th 2003

Lumby, J (2007) Leadership Models, Lecture notes, University of Lincoln 12th May 2005

Tannebaum, R. & Schmidt, W.H. (1958) How to Choose a Leadership Pattern, Harvard Business Review

Maslow, A, H. (1970) Motivation and Personality, New York: Harper and Row

Morgan. G (1986) Images of Organisations, London: Sage

OfSTED (2001) The Common Inspection Framework for Inspecting Post 16 Education and Training, London,

Pascale. R.T. (1990). Managing on the Edge, London: Penguin

Pickett, M. C (2001) Leadership and Management Evolution: http://asstudents.unco.edu/students

Ramsden, P. (1998) Learning to Lead in Higher Education, London: Routledge

Ribbins, P (unpublished) Understanding Leaders in Education: Researching Tales of Leadership, Lecture notes presented at the University of Lincoln 13th May 2005

People Management (February 2004) Spot the Difference – the difference between leading and Managing, pages 36-38, Published 26th February 2004

Porter, M (1997) Competitive Positioning, New York: McGraw-Hill

Swieringa, J and Wierdsma, A (1992) Becoming a Learning Organisation

Thompson, J and Martin, F (2005) Strategic Management – Awareness and Change 5th Ed, London: Gengage Learning

Tichy, N.M and Bennis, W.G (2007) Making Judgment Calls – The Ultimate Act of Leadership. Harvard Business Review, October 2007