Suggested Strategies For Effective Implementation Of Strategic Leadership Practices In This Globalization Era

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Abstract

This study briefly explored the concepts of global economy and the new competitive landscape. The study also summarized strategic leadership practices that help firms to achieve and maintain competitiveness. Critical issues facing top management in the 21st century are also touched on. Finally the study examined the perceptions of CEOs toward suggested strategies (growth orientation, knowledge management, mobilization of human capital, developing an effective organizational culture, and remaining future focused) for CEOs and their top management teams to effectively implement strategic leadership practices. The results of this study indicate that a majority of the CEOs of multinational corporations who were surveyed agreed that the recommended strategies will help in the effective implementation of strategic leadership practices.

Introduction

Conventional wisdom holds that it is very difficult to predict the future with a high degree of accuracy. In fact, some scholars (e.g., Drucker et al., 1997) suggest that it is pointless to try to predict the future in human affairs (political, social, economic, or business). It is both possible and productive for firms to identify and prepare for a future that has already happened. Thus, although it is difficult for organizations to predict their future accurately, examining events that have already taken place allows them to know how to prepare for a future that has been affected by the present

However, the new competitive landscape includes the expectation that the world's economy will grow substantially during the first 20 years of the 21st century and create opportunities for companies to improve their financial performance. Through effective strategic leadership, an organization can be mobilized so it can adapt its behaviors to exploit different opportunities. Because the creation of sustainable competitive advantages is the universal objective of all companies, being able to exercise strategic leadership in a competitively superior manner facilitates the firm's efforts to earn superior returns on its investments (Ireland and Hitt, 1999).

Hagen, Tootoonchi, and Udeh (2001) conducted an empirical study to assess the perceptions of CEOs toward certain strategic practices (determining the firm's vision, exploiting and maintaining core competencies, developing human capital, sustaining an effective organizational culture, emphasizing ethical practice, and establishing balanced organizational controls) developed by Ireland and Hitt (1999). These authors confirmed that an absolute majority of American CEOs of multi-national corporations (MNCs) acknowledged that the strategic leadership practices will help them achieve and maintain global competitiveness in the 21st century.

The issue is: How can top managers effectively implement strategic leadership practices in the 21st century? This study extends Hagen, Tootoonchi and Udeh's (2001) study and suggests strategies that will help top managers

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effectively implement strategic leadership practices. Subsequently, this study examines the perceptions of CEOs of MNCs toward the suggested strategies.

Background of The Study

The first part of this section includes a brief description of the global economy. The second part presents a summary of the new competitive landscape. The third part briefly identifies certain strategic leadership practices, and the fourth part includes a brief summary of critical challenges facing top management in the 21st century.

The global economy

There is a strong agreement that the complexity, instability, and radical changes that occurred during the 1980s and 1990s contributed to the fast development of the current global economy. Transformational changes occurring now have shifted regional economies and industries to global ones (Zachary, 1995). Current examples of this are the commercial interactions taking place in the global economy. These interactions are becoming the dominant force shaping relationships among nations. In this global economy, products are shipped anywhere in the world in a matter of days; communications are instant, and new product introductions and their life cycles have never been shorter, with six months the norm in some high-tech industries (Ruggiero, 1997).

In the 21st century, potential drastic effects of the global economy made some analysts (e.g., Rucker, Dyson, Handy, Saffo, and Senge, 1997; Bergsten, 1993) suggest that nation-states will lose their sovereignty, technology may replace labor, and corporations may come to resemble amoeba-like collections of workers that are subdivided into dynamic, ever-changing teams to competitively exploit the firm's unique resources, capabilities, and core competencies. These analysts also argue with conviction that the large number of structural changes occurring simultaneously in the international system are resulting in economies and communication systems that are more integrated. For example, it has been predicted that by 2150, all or most of the global economy will be part of a single market, perhaps complete with a single currency and monetary authority (Bergsten, 1993). A real example is the European Union, except for the United Kingdom, which started using one currency (the Euro).

However, other analysts (e.g., Drucker et al., 1997; Bleakely, 1996) believe that the political structures supporting various economies and their communication systems will remain somewhat fragmented and may even be reduced to ethnic units during the 21st century. Changes such as these may culminate in corporations that would be unrecognizable to many employees and world citizens today. Ireland and Hitt (1999) anticipated that the global economy may create a need for individual citizens to maintain separate loyalties, one to their own unique traditions and institutions, the other to the characteristics of a rapidly evolving international culture.

The new competitive landscape

The global economy has created a new competitive landscape in which events change constantly and unpredictably and affect firms of all sizes (Ireland and Hitt, 1997). Most changes are revolutionary (not evolutionary in nature) because they occur rapidly, constantly, and frequently, and simultaneously affect all parts of an organization (Greenwood and Hinings, 1996). The uncertainty, ambiguity, and discontinuity resulting from revolutionary changes challenge firms and their strategic leaders to hasten the speed of the decision-making process through which strategies are formulated and implemented (Kessler and Chakrabarti, 1996). In the global economy, the primary sources of economic growth for individual organizations and nations are work knowledge and workers knowledge. Thus, the ability to build, share and leverage knowledge will replace the control of assets and entrepreneurship as the primary source of competitive advantage (Drucker et al., 1997).

In the new competitive landscape, a positive projection claims that the world's economy will grow substantially during the first 20 years of the next century, and there will be opportunities for companies to improve their financial performance (Bright, 1997). These opportunities surface mainly because of the instability that is created by continuous changes (especially technological changes) in the states of knowledge that are a part of a competitive environment. Although uncertainty and instability often result in seemingly hostile and intensely rivalrous conditions, such conditions may simultaneously produce significant growth opportunities (Zahra, 2000). Through effective strategic leadership, an organization can be mobilized so that it can adapt its behaviors and exploit numerous growth opportunities (Heifetz and Laurie, 1997).

Strategic leadership practices

The global economy, more than any other factor, has created the need for the top management team to effectively exercise strategic leadership in organizations (Ireland and Hitt, 1999). *Strategic leadership* is defined as a person's ability to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate changes that will create a viable future for the organization (Hunger and Wheelen, 2000; Christensen, 1997).

1. ***Determining the firm's purpose or vision*** -- A strategic vision is a description of what the company is capable of becoming. The CEO envisions the company not as it currently is, but as it can be (Wheelen and Hunger, 2001). The task of determining the direction of the firm rests squarely on the CEO's shoulders (Miller, 1997). A clear purpose allows an organization to focus its learning efforts in order to increase its competitive advantage (Davids, 1997). Visions that facilitate development of this type of focus make sense to all organizational employees, stretch employees' imaginations but are still within the bounds of possibility, are easily understood, and create a cultural glue that allows units to share knowledge sets (Handy, 1994).

2. ***Exploiting and maintaining core competencies*** -- Core competencies are the resources and capabilities that give a firm a competitive advantage over its rivals. When these competencies or capabilities are superior to those of competitors, they are called distinctive competencies (Hunger and Wheelen, 2000). The competitive value of core competencies increases through their use and continuing development. The most effective strategic leadership practices in the 21st century will be ones through which strategic leaders find ways for knowledge to breed still more knowledge. (Wysocki, 1997).

3. ***Developing human capital*** -- Human capital is the knowledge and skills of a firm's entire workforce. Strategic leaders are those who view organizational employees as a critical resource on which many core competencies are built and through which competitive advantages are exploited successfully (Becker, 1996). In the global economy, significant investments will be required for the firm to derive the full competitive benefit from its human capital. The global economy allows firms to earn a financial premium by using competitively superior practices in the location, selection, and subsequent development of human capital. A major reason is that skilled labor is expected to be in short supply during the first part of the 21st century (Katkin ,1997). Greater workforce diversity is another issue that will confront strategic leaders in the 21st century (Ireland and Hitt, 1999).

4. ***Sustaining an effective organizational culture*** -- Organizational culture refers to the complex set of ideologies, symbols, and core values shared throughout the firm. Major challenges to firms in the 21st century will be cultural rather than technical or rational ones (Drucker, et al., 1997). Organizational culture is concerned with decisions, actions, communication patterns, and networks. Because culture influences how the firm conducts its business, it can be a competitive advantage. In the global economy, strategic leaders capable of learning how to shape a firm's culture in competitively relevant ways will become a valued source of competitive advantage (Vlasic, 1996).

5. ***Emphasizing ethical practices*** -- Ethical practices serve as a moral filter through which potential courses of action are evaluated. The influence of top mangers on the firm's ethical practices and outcomes is accepted by business practitioners, academics, and society. In the 21st century, effective strategic leaders will use honesty, trust, and integrity as the foundations for their decisions (Kraar, 1997). Establishing ethical practices will be difficult in the 21st century's global economy because of the significant diversity of the cultures and economic structures within which firms will compete. However, an understanding of the interests of all legitimate stakeholders will come only through analysis of and sensitivity to cultural diversity (Ireland and Hitt, 1999).

6. ***Establishing balanced organizational controls*** -- Organizational controls are the formal, information-based procedures that strategic leaders and managers use to frame, maintain, and change patterns of organizational activities (Simons, 1994). Top managers are responsible for the development and effective use of a balanced set of strategic and financial controls. *Strategic controls* require information-based exchanges among the CEO, top management team members, and organizational employees. To exercise effective strategic control, top managers must acquire deep understandings of the competitive conditions and dynamics of each of the units or divisions for which they are responsible. Financial controls entail objective criteria (e.g., various accounting-based measures) that strategic leaders use to evaluate returns earned by company units and those responsible for their performance. An emphasis on financial rather than strategic controls makes managerial rewards contingent on achievement of financial outcomes (Ireland and Hitt, 1999).

Critical challenges facing top management in the 21st century

The major critical challenges facing organizations in this century are *change*, *strategic flexibility*, and the *implementation process*. Brown and Eisenhardt (1998) attested that the key strategic challenge for current firms is the management of change. Greve (1998) emphasized that effective management of change is required but difficult because change is risky. Miller and Chin (1994) noticed that some of the outcomes from organizational change processes are a mixed product of the firm's motivation, opportunity, and capability to change. The authors also found that many smaller entrepreneurial firms have more flexibility than many larger firms, in terms of initiating and managing organizational change. Ireland, Hitt, Camb, and Sexton (2001) concluded that this advantage may be a factor that accounts for the ability of smaller entrepreneurial firms to be more innovative than their larger counterparts.

On the other hand, Hitt, Keats, and DeMarie (1998) noticed that the nature of the forces in the new competitive landscape in the 21st century requires a continuous rethinking of current strategic actions, organization structure, communication systems, corporate culture, asset deployment, and investment strategies. These actions require *flexibility* and ability to balance states of organizations. To achieve competitive advantages in the 21st century, firms are required to have strategic flexibility. Then, strategic flexibility is the capability of the firm to respond quickly to changing competitive conditions and thereby develop and maintain competitive advantage.

In addition, the *implementation process* of strategies often faces various problems. In his survey of 93 Fortune firms, Alexander (1991) found that over half of the corporations experienced various problems during the implementation of their strategies. Some of the problems were: strategy implementation took more time than what was originally planned, unanticipated major problems arose, activities were inefficiently coordinated, competing activities and crises took managers' attention away from implementation, involved employees had insufficient skills to perform their jobs, inadequate training, uncontrollable external environmental factors, inadequate leadership and direction, key implementation tasks and activities were poorly defined, and inadequate monitoring of the information system.

Suggested Strategies For Effective Implementation Of Strategic Leadership

Competition in the 21st century's global economy is occurring in postindustrial societies that differ significantly from the industrial societies they are replacing. Industrial societies and the commercial enterprises operating within them have been focused primarily on activities intended to create wealth. Technological and scientific advances were the primary means through which wealth was created in such sectors as medicine, agriculture, communications, energy, transportation, and electronics (Ireland and Hitt, 1999). In the postindustrial era, information-based technology and internationalization are the primary wealth-creation activities. In the postindustrial era, (1) much of the economic production occurs in service and high-technology sectors, (2) there is increasing globalization of finance, production, labor, and product markets, (3) economic growth is confronted with ecological limits, and (4) there is a movement toward democratization of markets and politics in many of the world's countries (Shrivastava, 1995).

The inherent characteristics of the postindustrial era create more risk for firms that attempt to create wealth by competing in multiple marketplaces. Strategic leaders face challenges that may become pervasive as more market democratization processes occur throughout the world. This study sought opinions from CEOs regarding the following strategies developed by Ireland and Hitt (1999).

1. ***Growth orientation*** -- The realities of competition in the global economy demand a corporate focus on growth rather than on downsizing and cost reductions. A variety of strategic approaches can be used in the pursuit of growth, including acquisition, innovation and product development, extreme decentralization, and concentration on product line extensions to provide customers with additional value. The means are less critical than the desired outcome. The most effective strategic leaders will be capable of working with all organizational citizens to find ways to match the firm's resources, capabilities, and core competencies with relevant growth-oriented opportunities (Ireland and Hitt, 1999).

2. ***Knowledge management*** -- Strategic leaders must enable their organizations to develop exploit, and protect the intellectual capital contained in their citizens' knowledge bases. They are challenged to develop pathways through which knowledge can be transferred to people and units where it can be further developed and used to pursue strategic competitiveness. Managing knowledge in this manner challenges conventional thinking and increases the likelihood that the firm will be able to create new competitive spaces in its markets. The key to competitive advantages in the 21st century will be the capacity of leadership to create the social architecture that generates intellectual capital. Success will belong to those who find ways to keep it there (Bennis, 1997).

   Through voluntary arrangements such as strategic alliances, joint ventures, technology exchange, and licensing agreements, firms pool their resources to create goods and services with economic value. They create knowledge that facilitates the development of competitively valuable goods or services (Eisenhardt and Schoonhoven, 1996). Strategic leaders who learn how to manage such collaborations will become a source of competitive advantages for their organizations. The most effective strategic leaders will develop the skills required to engage simultaneously in competitive and cooperative behaviors (Lado, Boyd, and Hanlon, 1997). Companies that both effectively cooperate and compete with other enterprises will earn above-average financial returns.

3. ***Mobilization of human capital*** -- Implied throughout this paper is the need for companies to adapt to the significant changes in the global economy. To cope with changes in the world's societies, technologies, and markets, 21st century strategic leaders will be challenged to mobilize citizens in ways that increase their adaptive abilities. Leaders should refrain from providing answers. Instead, their focus should be on asking challenging questions. They should request that citizens working as members of great groups consider relevant information to determine how the firm can use its knowledge base to achieve strategic competitiveness. Asking organizational citizens to accept their roles as leaders and colleagues while working in great groups can be expected to mobilize their efforts around key strategic issues. Facilitating employees' efforts to challenge the historical conduct of business in the firm also can stimulate them as they seek to accomplish relevant goals. The development and mobilization of human capital is vital if the firm wants to achieve the strategic flexibility that is linked with success in the new competitive landscape (Hitt, Keats, and DeMarie, 1998).

4. ***Developing an effective organizational culture*** -- Corporate culture is the social energy that drives or destroys the firm and exerts a strong influence on the firm's performance. To facilitate the development of values oriented to growth and success, 21st century strategic leaders should commit to being open, honest, and forthright in their interactions with all stakeholders, including organizational citizens. In 1997, such a commitment supported the manager (James Bonini) of Chrysler Corporation's big-van plant in Windsor, Ontario. At the young age of 33 and with limited manufacturing experience, that manager needed the support of the plant's 84 managers, 1,800 workers, and officials of the local Canadian auto-workers' union. In a display of purity and honesty, that manager acknowledged his youth and inexperience to those he was to lead and solicited help from everyone involved with the plant. He scheduled town hall meetings to hear workers' ideas and complaints, met with union officials, and ensured that each employee knew him. He

made frequent visits to the plant floor to verify that work was proceeding as intended and to request workers' insights regarding improvements. Employees responded positively to his candor, honesty, and integrity (Stern, 1997).

5. ***Remaining focused on the future*** -- There will be significant differences between effective strategic leadership practices in the 20^{th} and the 21^{st} centuries. CEOs who apply practices associated with 21^{st} century strategic leadership can create sources of competitive advantages for their organizations. The competitive advantage resulting from the work of CEOs as chief leaders and the contributions of great groups as members of organizational communities will allow firms to improve their global competitiveness (Ireland and Hitt, 1999).

   Strategic leaders must use some of their time and energies to predict future competitive conditions and challenges. Companies in the United States, Europe, and Japan have intensified their competitive actions in the world's emerging markets. This emphasis is understandable, given that emerging markets constitute a new and important competitive frontier. However, high levels of risk are associated with these significant opportunities. Major reversals in the trend toward democratization of countries' markets and their accompanying political structures could have significant implications for strategic leaders and their firms (Garten, 1997).

   Effective strategic leaders should seek information that will allow them to accurately predict changes in various global markets. Strategic collaborations, with host governments and other companies, are a valuable means of dealing with changing conditions in emerging economic structures. By aligning their strategies with an emerging country's best interests, firms increase their chances of competitive success in volatile situations. Failure to develop these understandings will inhibit strategic leaders' efforts to lead their firms effectively in the 21^{st} century (Irelamd and Hitt, 1999).

Research Methods

Research methods used in this study included survey questionnaire, sample and data collection, and statistical techniques. Each method was carried out according to the following procedures:

Survey questionnaire

The survey questionnaire was developed by the researchers of this study to include the five strategies that will help top mangers effectively implement strategic leadership practices in order to achieve and sustain global competitiveness in the 21^{st} century. The suggested strategies were developed by Ireland and Hit (1999). The questionnaire consisted of 21 statements selected from an initial pool of statements. These statements were categorized under five strategies. The five strategies are: growth orientation (3 items), knowledge management (4 items), mobilization of human capital (4 items), developing an effective organizational culture (5 items), and remaining focused on the future (5 items).

Each statement has a five-point Likert response format ranging from "strongly disagree (1)" to " strongly agree (5)." The two scale points of "strongly disagree and disagree" were combined as the lower points. The two scale points of "strongly agree and agree" were combined as the higher points. The scale points of "neither disagree nor agree" were excluded from data analysis. An alpha coefficient of 0.88 was obtained for the overall scale scores measuring the ranking order of the most critical components of the corporate strategic leadership. A pilot study was conducted to test the questionnaire's construct validity. The split-half procedure was also used for the internal consistency measure of test reliability, which is obtained by dividing the items into halves and correlating the scores of these halves. The most common procedure is to obtain odd-even reliability by correlating the scores of odd-numbered and even-numbered test items. It was found that the utilized questionnaire is valid and reliable.

This survey elicited opinions from the participating CEOs of multinational corporations (MNCs) who actually practiced some or all the suggested six critical strategic leadership practices in their organizational settings.

Respondents were asked to assign the degree or the extent of their agreement or disagreement with each of the 21 statements categorized under the five strategic leadership practices. The final version of this questionnaire was modified by a confirmatory factor analysis (CFA), which was conducted to drop statements with factors loading less than .50.

Sample and data collection

The research sample consisted of 500 American CEOs randomly selected from MNCs throughout the United States. The sample was derived from a research project concerning strategic leadership practices in this globalization era. CEOs of the participating MNCs were mailed a cover letter requesting their participation, the survey questionnaire, a stamped return envelope, and a brief summary of the six most strategic leadership practices and the recommended strategies used in this study. Of the 500 mailed questionnaires, 124 (24.8%) were completed and returned.

Statistical analysis

Statistical analysis in this study utilized the Statistical Package for Social Science (SPSS-X) to compute frequencies, means, percentages, and Chi-square. Because of the nominal grouping of the responses, contingency tables and the Chi-square were used to test for the independence of the distributions. Confirmatory factor analysis was conducted to ensure that the participants were able to differentiate these items from each other.

The Results Of This Study

Data analysis in this study included the responses of the participating American CEOs of MNCs to the statements in the questionnaire as mentioned above. One of our goals was to investigate the factor structure of the scales by incorporating all scales of the seven domains into a single confirmatory factor analysis (CFA). *Table 1* shows that the CFA conducted on data collected from a sample of CEOs revealed that the measures of the seven domains to integrating entrepreneurial and strategic actions were distinguishable from one another.

The matrix correlation presented in *Table 2* shows moderate correlations among included items. These correlations indicate that the domains are not completely independent. These correlations were expected because the items measuring these domains are related. However, such moderate correlations were not considered a serious problem in previous research (e.g., Hagen, Udeh, and Hassan, 2001).

The descriptive statistics in *Table 3* shows the ranking order, means, and percentages for the responses of CEOs who participated in this study. The ranking order was determined by the mean scores and the percentages assigned to each strategy by the responding CEOs. It appears that these CEOs have acknowledged the importance of the five strategies suggested in this study. There has been general consensus among CEOs indicating that growth orientation, knowledge management, mobilization of human capital, developing an effective organizational culture, and remaining focused on the future are proper strategies that will help CEOs effectively implement the strategic leadership practices.

Discussion

The strategy of "growth orientation" because competition in the global economy demands a corporate focus on growth rather than on downsizing and cost reductions was ranked first by 95% of the participating CEOs. These CEOs also supported the various strategic approaches that can be used in the pursuit of growth and strongly agreed that the most effective strategic leaders are those who are capable of finding ways to match the firm's resources, capabilities, and core competencies with relevant growth-oriented opportunities.

"Knowledge management" requiring strategic leaders to develop, exploit, and protect the intellectual capital in their organizations was ranked second by 91% of the respondents. These CEOs agreed that managing knowledge challenges conventional thinking and increases the potential that the firm will be able to create new competitive advantages in its markets. They also concurred that the key to competitive advantages in the 21st century will be the capacity of leadership to create the social architecture that generates intellectual capital. Finally, CEOs felt that success will always belong to strategic leaders who learn how to engage simultaneously in competitive and cooperative behaviors.

Table 1
Confirmatory Factor Analysis for the Responses of CEOs to the Suggested Strategies (N= 124)

I. Growth orientation (alpha= .7635)	**primary factor loadings Factor # 1**
1. Competition in the global economy requires a corporate focus on growth rather than on downsizing and cost reductions.	.7821
2. Various strategic approaches can be used to pursue growth (acquisition, innovation and product development, decentralization, and concentration on certain product line extensions to provide customers with additional value).	.6731
3 Effective strategic leaders will be capable of working with all organizational employees to find ways to match the firm's resources, core competencies, and capabilities with relevant growth-oriented opportunities.	.6614
II. Knowledge management (alpha= .6844)	**primary factor loadings Factor # 2**
1. Strategic leaders must enable their organizations to develop, exploit, and protect the intellectual capital contained in their employees' knowledge bases.	.7304
2. Strategic leaders are challenged to develop pathways through the knowledge that can be transferred to people and units where it can be further developed and used to pursue and sustain strategic competitiveness.	.6420
3. Managing knowledge must be designed in a way that challenges conventional thinking and increases the potential by which the firm will be able to create new competitive advantage in its markets.	.6621
4. Effective strategic leaders will develop the skills required to engage simultaneously in competitive and cooperative behaviors.	.7114
III. Mobilization of human capital (alpha= .8142)	**primary factor loadings Factor # 3**
1. Firms need to adapt to the significant changes in the global economy.	.7946
2. To cope with changes in the world's societies, technologies, and markets in the 21st century, strategic leaders will be challenged to mobilize employees in ways that increase their adaptive abilities and skills	.8130
3. Strategic leaders should refrain from providing answers; instead, their focus should be on asking challenging questions.	.7225
4. The development and mobilization of human capital is vital if the firm is to achieve the strategic flexibility that is linked with the firm's success in the global or new competitive markets.	.8471
IV. Developing an effective organizational Culture (alpha= .6925)	**primary factor loadings Factor # 4**
1. Strategic leaders should develop their firm's culture that exerts a vital influence on performance of employees and their organization.	.5573 2.
2. Strategic leaders should facilitate the development of values oriented to growth and success in the, 21st century.	.6174
3. Strategic leaders should commit to being open, honest, and fair in their interactions with all stakeholders, including organizational citizens (employees).	.6720
4. Managers must support their strategic leaders' commitment to organizational culture.	.7103
5. Managers must ensure that each of their employees know them very well.	.5624
V. Remaining focused on the future (alpha= .7264*)*	**primary factor loadings**

	Factor # 5
1. Strategic leaders must use some of their time and energy to predict future competitive conditions and challenges.	.7104
2. Strategic leaders should seek information that will allow them to accurately predict change in various global markets.	.6322
3. Strategic collaborations, with host governments and other companies, are a valuable means of dealing with changing conditions in emerging economic structures.	.7420
4. Aligning their strategies with an emerging country's best interests, strategic leaders increase their firms' chance of competitive success in volatile situations.	.7261
5. Failure to develop these understandings will prevent strategic leaders' efforts to lead their firms effectively in the 21st century.	.6853

Table 2
Correlation Matrix for the Responses of CEOs the suggested Strategies (n=124)

Practices	1	2	3	4	5
1. Growth orientation	1.0				
2. Knowledge management	.12*	1.0			
3. Mobilization of human capital	04	.08	1.0		
4. Developing an effective organizational culture	.15*	.12*	.22**	1.0	
5. Remaining focused on the future	.11	.28**	.14*	.1*	1.0

* P< .05; ** < .01

Table 3
Responses of CEOs for the Suggested strategies for Effective Strategic Leadership Practices (n=124)

Suggested Strategies	Ranking order of Rules	No. of Items	Strongly Disagree & Disagree	Neither agree or disagree	Strongly Agree & Agree	Chi-Square
1. Growth Orientation	1	3	3%	2%	95%	41*
2. Knowledge Management	2	4	5%	4%	91%	38*
3. Mobilization of Human Capital	3	4	5%	6%	89%	38*
4. Developing an Effective Organizational Culture	*5*	5	8%	6%	86%	27**
5. Remaining Focused on The Future	*6*	5	10%	5%	85%	22**

P < .0000; ** P < .0001

The rank of third was assigned to "the mobilization of human capital" emphasizing the need for companies to adapt to the significant changes in the global economy by 89% of the CEOs. These CEOs realize that strategic leaders in the 21st century will be challenged to mobilize human capital in ways that increase their adaptive abilities and cope with changes in technologies and markets. In addition, they suggest that facilitating employees' efforts to challenge the historical conduct of business in the firm can also stimulate them as they seek to accomplish relevant goals. Furthermore, they demonstrate that the development and mobilization of human capital is vital if the firm wants to achieve the strategic flexibility that is linked with success in the new competitive landscape in the 21st century.

"Developing an effective organizational culture" to confirm that corporate culture exerts a strong influence on the firm's performance was ranked fourth by 86% of the participants. These CEOs insist that strategic leaders should commit to being open and honest in order to facilitate the development of growth orientation and success in the 21st century.

"Remaining focused on the future" rather on the short term because there are substantial differences between effective strategic leadership practices in the 20th and the 21st centuries was ranked fifth by 85% of the CEOs. In the 21st century, strategic leaders must use some of their time and energy to predict future competitive conditions and challenges. To be an effective strategic leader, he or she should seek information that will allow him or her to predict accurately changes in various global markets. Failure to focus on the future of the firm will prevent the strategic leader's efforts to lead his or her firm effectively in the 21st century.

Conclusion

A new competitive landscape is developing based largely on the technological revolution and the increasing globalization. Competition in the 21st century's global economy will be complex, challenging, and filled with competitive opportunities and threats. Effective strategic leadership practices can help firms compete successfully in this globalization era. The strategies suggested in this study should help top management achieve effective strategic management practices. 🕮

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