Strategic Planning and Leadership

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ABSTRACT

The strategic planning is the process of interpreting the organisational mission to establish objectives of the organisation and the means necessary to achieve these objectives with maximum effectiveness and efficiency. A broader concept is the process of planning, organising, directing, coordinating and controlling the use of resources to achieve certain objectives, taking into account the existing human and material resources (Daft 1999; Chiavenato 2000, 2000; Maximiano 2004; Schermerhorn 2006).

This article examines the factors that are responsible in developing an organisation to stay and generate profits in a market increasingly competitive and aggressive. Strategic planning is a key point for modern companies to remain on the market marked by complex dynamics, different changes of scenery and the fierce competition for competitors of the same branch. For the survival of organisations, it is necessary to stay competitive by obtaining profits, which can be determined by consumer satisfaction, through strategic planning, where he seeks to know the wishes and desires of consumers. However, the rapid growth of markets generates high competition and create new products, in the same branch of activity. This market signals, influencing the tastes and preferences of consumers. How to manage processes and people is different for each organisation or company, so we have successful businesses and companies that fail. The presence of the leader is important to the effectiveness of organisations, to the frequent turbulences and changes in the environment and the integrity of the institutions (Bennis 1996, p. 78).

The leadership is one of the factors that make a competitive organisation become leader on the market. The leader must have knowledge of himself, the concern to develop leadership in all of the organisation, be attentive to market signals, analyse various scenarios and predict various situations by drawing up an action plan for each one of them, meet the internal and external environment macro of the organisation; to fight the war for permanence in the market in a context of globalisation.

INTRODUCTION

Strategic planning causes organisations to be aware of the dynamics and market signals. This causes them to be constantly subjected to deep transformations, requiring restructuring of productive processes, marketing, human resources, and a reengineering of management models, which require rapid and effective adaptations of their leaders.

The leaders within an organisation are the primary link to interfere with the performance of the same; taken as identifiers and communicators of collective values, ensure resources for people internally and hear most of the time, because they are defenders and modellers of performance-oriented cultures. These professionals remove teams to serve the common good, often to the detriment of personal goals, whereas the less direct leadership is favoured by guidance and examples of communication and of a vision of stimulating more values based on listening to and caring for the followers.

In the organisational literature on leadership, there are numerous definitions, countless articles and controversy, and most researchers agree with some common traits such as being important for the leaders who have consciousness, energy, intelligence, domain, self-control, sociability, openness to experience, knowledge of relevance and emotional stability.

[…] in no shared leadership crisis, when the boat is sinking the captain cannot convene a meeting to listen to people, but orders the people to solve problem. This is the secret of shared leadership: know in which situations should act as head and in which situations act as partner. For him ‘the leader’s task is to develop leaders’, because every company needs them, although some neglect its development […] (Drucker 2002).

He adds that ‘leadership is the tension created by the gap between the present situation and the dream. Like all search she’s resolution voltage power source that leads to the creation of something that doesn’t exist. And that’s what makes the leaders’ (Senge 1998, p. 6).

A leader has the production of change as main activity, with its action based on three fundamental dimensions: establish the strategic direction of the company, communicate these goals to human resources and motivate them to be fulfilled (Kotter 2000).

Leadership is the art of mobilising others to engaged for shared aspirations and objectives. To feel the real essence of leadership, the question is what is required so that people want to engage in a ‘voluntary’ form. What you can do for people to remain loyal to the organisation? There is a difference between getting support and order, with the true leaders maintaining credibility as a result.
of their actions—to challenge, inspire, enable, guide and encourage (Kouzes and Posner 1997).

According to the theory of management, among other qualities leadership must have the ability to establish and enforce performance criteria in order to achieve the objectives and results of the organisation with maximum effectiveness and efficiency; Thus, the leader must pay special attention to the needs of the organisation and not on the needs of the. The Structuralism Theory proposes an organisational leader whose personality must be flexible, has great resistance to frustration, ability to defer the rewards and a permanent longing. To the Contingency Theory, the leader must identify that attitude, procedure or technique can, in a particular situation administrative, under specific circumstances and at a particular time contribute best to the achievement of the objectives of the organisation.

In the evolution of the concept of leadership, there is a gradual evolution from an authoritarian leadership style, for a democratic orientation, seeking to give motivation to the employee to consider contributing part of the organisation on the basis of the human and social values.

The main characteristics that leaders must possess are systemic vision, passion, integrity (self-knowledge, honesty and maturity), curiosity and boldness (Bennis 1996). [...] what is clear is that the environment increasingly fast and competitive that we face in the 21st century will require more lead more people to make businesses thrive. [...] more change requires leadership, which is more difficult to offer if it is not possible to specify clearly what is the missing element. [...] I can’t conceive how this rate reduces, which has many implications for the question of leadership. Lead, in turn, is to deal with the change. (Kotter 2000, p. 2)

**STRATEGIC PLANNING**

In the 1990s, a new sector emerges in the economic system of Nation States as a new and impressive promise: the renewal of the public space, the rescue of solidarity and citizenship and to the extent possible, the overcoming of poverty. A promise to be held through the acts as volunteering and philanthropy sheathed in a modern drapery business and replacing or complementing the organisations, private entities of social assistance and community associations, among others—have been driven to take this public space, to act as a catalyst of the demands of society and to cooperate with the State in the search for solutions to problems of poverty, marginalisation, environmental degradation, etc. (Falconer 1999).

Civil society organisations – foundations, non-governmental organisations, private entities of social assistance and community associations, among others—have been driven to take this public space, to act as a catalyst of the demands of society and to cooperate with the State in the search for solutions to problems of poverty, marginalisation, environmental degradation, etc. (Falconer 1999).

These entities of civil society are encouraged to reflect on the business organisations, the pro-action and to adopt management techniques and business values. And common sense today is that the improvement of management skills and the main challenge for this new civil society fulfils its role in our society in this era of globalisation (Drucker 2002).

These days, there are three types of organisations: those who do things, you just watch it happen and that surprisingly are astonished by what happened. Thus, a modern organisation that intends to remain competitive must be among organisations that do things, because in a globalised world there is no room for followers but for innovators.

In this context, one can highlight the importance of a strategy to guide the company to achieve its goals, through either the production of goods or the supply of services. Competition can dominate it; new ideas can replace your product; new marketing methods can make your stay obsolete distribution systems. The organisation can never achieve their objectives.

The formulation of business strategies is complex, since the strategy itself is steeped in a multiplicity of factors and of internal and external components. Many of these factors are situated completely out of control and the company’s forecast. In this scenario, the strategic planning is a valuable tool to aid senior management as it allows guide managerial actions of the company within a predetermined plan of goals and strategies, thus reducing the possibility of making bad decisions, in an extremely competitive market.

The origins of the term are strategy in military theory, where it was adopted, meaning the use of combat to achieve the purpose of the war. In the organisational context, the strategy corresponds to the ability to work continuously and systematically the organisation’s adjustment to environmental conditions with constantly changing, always having in mind the vision of the future and the perpetuity.

In general, meaning of ‘strategy’ is that its north main concerns to be able to position themselves correctly in the face of situations especially when you’re faced with uncertainties and turbulence of the environment, be it financially, either as part of their internal activities or as procedures.

Plan means the systematic formulation of objectives and actions; that in the end, the choice will be on the best action. Also it concerns the future implications of present decisions, since it is a process of reciprocal and independent decisions aimed at achieving the objectives previously established. Hindle (2002, p. 142) tells that the first planning concepts, although not recognised as such, should probably have arisen even in prehistory, between the primitive ‘housewives-of-House’, which had to somehow have certain knowledge of planning.

The author explains that by not having space and even technology to conserve food, it was necessary to set the end of the meal preparation for a moment that the companion was present, know when to send a son to fetch sticks or milking goats, and so were developed very similar concepts to what today is called scientifically planning, budget control, stock, production, logistics, etc.
Planning is the key part of the administration and has its origins in the most remote civilisations, from the moment that the man needed to perform tasks and organise resources available. In his book theories of administration, the author describes civilisations such as the Sumerians, Egyptians, Babylonians and Chinese among others, exemplifying such statement (Silva 2001, p. 89). For this author, the priests of the Sumerian temples, through the immense tax system, collect and handled large sums of goods and values, including livestock, rural properties and incomes. In their pleas, makes a reference to ancient works, and so suggest the complexity that required planning, describes the construction of the pyramid of Cheops in Egypt, as a commitment to a ‘company town’ with about 100,000 inhabitants, working for 20 years at least 2,300,000 blocks of stone two and a half tons each, and of course several other materials. These and other achievements would be impossible without planning.

The strategic planning is defined as the managerial process of developing and maintaining a reasonable adjustment between the objectives and resources of the company and changes and market opportunities’ (Kotler 1992, p. 63). The objective of strategic planning is to guide and reorient the business and products of the company so that generate profits and satisfactory growth.

Strategic planning, in all technical aspects, emerged only in the early 1970s. The years before, administrators employed only the operational planning, because the total demand growth was controlled, and it was unlikely that even an inexperienced administrator was not successful in business.

There was no shortage of energy and raw materials, double-digit inflation, economic recession and alarming unemployment.

This string of negative factors to the economy brought as a consequence the need for a new process of administrative planning, aiming to keep the companies in a good position, even in the face of problems that may occur in any of its business or product lines.

Strategic planning is defined by Ackoff (1982) as the vision of a desired future and of the effective ways to achieve it, that is, planning means future thought and control of that future.

The question of the implementation of the plan still shows confusing for many managers who seem to focus only on the formulation of the strategy and forget the implementation, which ends up affecting directly the good performance of the organisations (Hrebiniak 2006).

The strategies, as they are well chosen, will fail if there is a good implementation, because this is the fundamental element for the practical success of the strategy, so this is an area that deserves attention (Whittington 2002).

The biggest cause is failure of companies; the inability to execute their ideas and strategies; lack the discipline to create, promote and run an integrated system (Bossidy 2005).

So, we need to understand that the development and implementation of the strategy are interdependent. Understand how the creation of the strategy affects his execution is one of the main obstacles to the implementation of the plan, because while the strategy defines the arena in which the running game will be held, a weak strategy will result in a weak execution (Hrebiniak 2006).

In this sense, Mintzberg (2006 advocates the use of so-called ‘emergent strategies’ during the implementation process, which appear without intention set. Many times, employees who recognise the need for such strategies are those that are in direct contact with the products and customers. So, the idea of the strategy be formulated by persons compulsorily placed in hierarchical levels of the company, according to the author, constitutes a real fallacy of the business world.

The process of implementation of action plan, the systemic thinking is strategic, according to which the whole is the sum of all the parties; but rather, the whole is indivisible. To think that way, NGOs see the elaboration and the implementation of the strategy as a succession of separate events, where everything relates the cause-and-effect way, with more ease in obtaining success in this process (Senge 1997).

Systemic thought, leaders can better understand the interrelationship that exists between the formulation and the implementation of the strategy. In addition, to make the implementation of the most significant strategic planning, it is important that the organisation is dedicated to learning. Because of that way, the dialogue becomes valued, not palliative solutions are sought and managers become quicker in decision making, which shows as a competitive advantage (Senge 1997).

The use of micro-worlds also assists in the implementation of the plan, especially with regard to the use of emerging strategies, or the abandonment of the original plan strategies, since managers can explore the limits of strategy, making teams think of worst-case scenarios and present results for these assumptions (Senge 1997). According to Hamel (1989), it is the first time in history that people are able to build based on imagination, instead of progress based on past, transcending the distance and forge the environment, because they are able to stop the story and overcome the simple extrapolation of the past.

The shared vision of the company, a very important step in the process of planning, assists in the process of implementation of the strategic plan, since everyone will be involved in the pursuit of a common goal. Managers will have more time to think about the essence of the strategic issues of the company, delegating authority to subordinates solve day-to-day problems (Senge 1997).

‘The long-term survival comes from the ability of the Organization to hear their most humble employees, what they have to say’. However, there are few dominant coalitions that are capable of listening more than speaking, able to realise that learning with the people is more important than teaching them what they learned at
school, together with the idea of being superior. For that to happen, it is proposed the use of a simple language so everyone can understand the messages, the reduction of hierarchical levels and the acceptance of the mistakes of officials, so that they do not give up on trying to innovate, (Semler 1988, p. 180).

Responsibility for drafting the strategy must be widely distributed; top management must relinquish their monopoly, so that it will be possible for innovation and effective results. For the author, the organisational pyramid is the hierarchy of experience, where senior executives are promoted, because they are very good at something but are not able to do new things, so the importance of power sharing, as said by Hamel (2000, p. 149) ‘do not use old maps, to discover new lands’.

The bad implementation of strategic planning is facilitated by the presence, throughout history, of: causing organisations to have the constant need of hiring new presidents of council or directors, to act effectively. The main function of the leader, in the process of implementation of the strategic plan, is to convert aspirations into action, in addition to acting and creating, intentionally, to make these aspirations happen. For example, it is not enough just to write statements of values, but they have to really create value; it is not enough to declare an intent, but she needs to deliver results.

In the implementation process, the leaders should make a review of the route of their strategies, question whether the results achieved over the past two years, have generated significant impact within the organisation, such as if you build new skills, if they entered new markets, whether generated new products have created new sources of competitive advantage, if the customer base of the company has changed or if the profit has increased considerably. Because, in this way it is possible to analyse if the company is not using strategies that are equivalent to those of your competitors or if escaped from strategic convergence, in addition to assessing whether they are being effective. The secret of success is to design small experiments, maximise the index of learning within the organisation and deploy the strategies believing them, with passion.

In the process of implementation of the strategic planning believes that the leader is the crucial member of the field; a doorman of the domain must have the necessary knowledge to transform ideas extravagant in practical reality, as it is an essential part of the creative process of the company.

STRATEGIC PLANNING OF THE BUSINESS

The strategic planning of the business of an enterprise should first be geared for the corporate strategy, which is usually based on the mission and vision of the company, so these two items become the indispensable for its elaboration; however, there are other important steps in developing a strategic business plan Gaj (2002, p. 126).

According to Kotler (1992), ‘market-oriented strategic planning is the management process to develop and maintain a viable adequacy between the objectives, experiences and resources of the Organization and their opportunities in a market continuously mutant’.

Three ideas can set the strategic planning:

- The first would be to administer the affairs of the company as its potential profit and growth, in this sense it makes it easier to decide on which of the business would be kept, deleted, discontinued or built.
- The second is to evaluate the future profit potential of each business, considering the market growth and the corporate positioning.
- The third is to define a strategy for every business, looking for goals, opportunities, skills and resources.

Each business unit performs its own strategic planning, which includes eight phases: definition of mission, note of the external and internal environments, the formulation of goals, elaboration of business strategy, the formulation of the program of action, implementation, feedback and control. All these steps remain the business unit connected to the environment and attentive to the new threats. Thus, the strategic planning unit provides the context for preparing the plans for specific products and services.

The vision of the company is a kind of declaration of the directions, the direction that the company intends to take, their aspirations, their beliefs and their posture. It is not, therefore, something bureaucratic or empty as papers or documents without sense, and much less a question of mere numerical values or quantitative calculations and proposals, because a company’s vision statement is something more philosophical, moral, social and ethical nature, which can cause empathy in that it identifies with the intentions and hopes there declared.

Gaj (2002, p. 189) assigns this methodology, especially the need for a vision statement of the company based on your reality, which expresses the true feelings and intentions of its human resources; fanciful declarations are in no way contribute to a vision of the company, unless in fact make it able to be contradicted and even ridiculed over time with daily practices. This is one of the problems of companies which formulate their vision statement exclusively from the top management, which has little contact with the reality of every other sectors and which are the ones who will carry out the tasks and general behaviour.

STRATEGIC PLANNING IN PRACTICE

There are several models of strategic planning with the possibility of deployment in organisations. The choice of which should be the one you should consider the type of organisation to be submitted to the plan, as well as the external environment of these organisations.
Generally speaking a strategic planning should follow a series of assumptions, as follows in the script below.

**Developing Planning**

The first step in the development of strategic planning is to accurately determine basic questions, but paramount as:

- “Who are we?”
- “Where’s the point?”
- “We assess external factors.”
- “How will we achieve our objectives?”

From there, you have to simulate different situations build scenarios, not aimed at predicting the future, but rather describe possible plausible events that may occur. For this it is necessary to take into consideration factors such as history and results to be able to interact.

**Defining the Mission**

The mission means to establish the right of existence of an organisation, defining clearly what your business and how she acts in this business. The mission must be short and objective. Its Constitution must be the result of a consensus between the leaders of the Organisation, to which the commitment before the mission is all. To define the Mission of the Organisation, the entrepreneur will be accordingly with the focus of the company on the market. Can accurately determine on which thread will act, what are its competitors, that companies will be their future suppliers, etc.

The Mission of the company is something that it is exactly of numerical and qualitative aspects, established precisely and documentary. The company’s mission not only indicates its objectives and concrete future purposes and in progress, as describes its current state, its business activities, products and services, its scope, your market, your audience and your prices and costs, GAJ (2001, p. 219) sets the company’s mission statement, as a practice, formal and comprehensive consolidation of as intended and can apply the content of the vision of the company in the market and in their actions in the real world, that is, it is a solid form of declare practices that are subjectively addressed in the vision of the company.

**Identify Keys Factors for Success**

Consists of the survey and study of the main factors that can influence the performance of the company in the target market and the consequent success or failure in the strategic planning of the organisation. The identification of key factors for success consists primarily in the analysis of the internal and external environment of the company and the formulation of the goals and objectives.

The company is usually located in an environment that offers opportunities and risks, this information shall be collected with appropriate quantity and quality to a good decision on the part of their executives. However this isn’t about at all isolated in time, the method consists in constant monitoring once their variables change over time. Among other important factors to be monitored, one can cite the environmental macro-geographical forces, demographic, political, social, economic etc. And the micro-environmental consumers, competitors, distributors, suppliers, technical assistance, etc.

The trace file and the capacity for analysis and interpretation of data are the essence of this procedure, and the Organisation, able to identify the changes, trends and nuances of micro and macro environments, and associate quickly to her, the opportunities and risks involved.

**Do Market Studies**

In this step you should evaluate the position/company participation in the market, as well as analyse internal and external factors, using reliable and consistent data.

In the internal data of the Organisation, must take into account the trajectory of the company, its business model, its structure, organisational environment, their results in the commercial and financial areas; from their strategies, as well as making their technical qualifications and evolution of its production processes.

To gather and analyse this data, will be obtained findings of strengths and weaknesses of the Organisation, and appropriate measures should be taken to minimise such weaknesses and maximise and exploit the strengths. By analysing the external information, must be taken into consideration factors and data suppliers, competitors and customers direct/indirect and political, social, economic aspects, among others that may cause any effect on these and of course also on the organisation.

**Setting Goals and Objectives**

The goals and objectives should be set aggressively and defiant, but must take into account the limitations of the organisation. These should be qualitative and quantitative and will need to comply with the time limit laid down in the planning.

The goals are actually necessary to guide the company in the path in the script that must be followed to be fulfilled within the company mission company vision, objectives, are the detailed descriptions of what must be done to achieve the goals.

For example, if a company has the goal of achieving a stockpile of 50,000 units of yogurt for a particular day during the summer, the objectives will be based on some kind of to-do list for that to happen, how to contact suppliers of fruit, milk, yeast and other ingredients, plan and negotiate the delivery in time, producing, packing, cooling and other parts of the process, all detailed in quantitative terms the economic, operational, etc.
The goals can be based on several different sectors of economic, marketing operating the social, legislative and fiscal, operational etc. The goals can help focus the most varied situations, positions and policies. For example, one can aim for market leadership, market expansion, consolidation of the brand, the export volume, the consolidation of brand, customer satisfaction, quality certification, the financial balance, the adjustment on the legislation and so on.

**Establish Strategies**

At this point in the planning information will be used for all the previous steps, aimed at establishing strategies focused on the needs of the Organisation in question. A crucial factor is adding value to the customer by providing a differential in the segment in which the organisation operates.

Once ready these referred to previous steps, you can then formulate the strategy itself. The strategic business plan will contain so many information and important proposals to occur the better decisions, both in front of situations referred to as surprises, in addition to providing a solid, capable, entrepreneurial organisation, which acts with safety margins and properly balanced risk when considering the cost - benefit risk of each opportunity envisioned. Counting even with strong synergies through coordination of actions and methods in all its departments.

**Planning, the Action Plan**

Once established the strategy, it is necessary to define clearly who will be responsible for performing a certain task, how and when it will be held, what the schedule to be followed, what will be the cost of its implementation, that is, make an action plan.

Generally the most common action plan are based on three models: total cost leadership, differentiation and focus.

On the model of total leadership in costs, the attention of the action plan is focused on the production, distribution and any other sector directly to costs, in order to reduce them without much impact on the overall quality of the product, making it possible to obtain a product with lower price than the competition and on that basis, take over a larger slice of progressively towards market leadership.

In the model of differentiation, the central action plan attention is also focused on the production and distribution, however, also includes other sectors of the Organisation, such as marketing, design, research and development or other according to the specific case, and this time the efforts will be concentrated in order to differentiate your product or service from other competitors in some feature desired by consumers. For example, on quality, practicality, speed, strength, style, etc.

However, the literature and practice show that it is common to get the lead in a feature, and rarely in two or more. Even as a matter of logic, the more resistant should not be at the same time the most beautiful, the cheapest and the most status or tradition, and at the same time can still be the most practical, the fastest delivery, easier to use, and more efficient and secure, and so on.

The focus can be total leadership, differentiation, or the combination of both models mentioned above, with the difference that instead of wanting to reach a large market, will be concentrated in a smaller segment of the market.

**Control Actions**

The implementation of the actions set out must be analyzed constantly, in order to measure investment performance X and verify that the schedule is being fulfilled. Only then will it be possible to identify the difficulties and likely failures, allowing changing the strategy if necessary.

Various internal and external factors that must be monitored for a perfect control of the shares. For example, employees increase or decrease your productivity according to their motivation or reaction of several modifications; the market reacts to a greater or lesser demand on various phenomena ranging from the sudden change of opinion-how a news that butter causes heart attack, or that increased the air accidents-the change in purchasing power – as bankruptcies, mass layoffs or natural disasters; competitors also react, being able to launch new products or do promotions; fashion and lifestyles change, even because of the soap opera and so on. Receive this information and reacting appropriately and promptly is essential to the continuity of the whole strategy implemented, including even be able to radical changes in the entire structure and concepts are necessary.

**THE ROLE OF LEADERSHIP IN ORGANISATIONS**

Leadership is the process of influencing people towards to act in support of the objectives of the institution. When the manager does not have the official leadership adopts the strategy of pretending to do or that obeys and do the minimum necessary not to lose his job.

The Administration is deeply influenced by implicit or explicit assumptions about the nature of people (Chiavenato, 2007). Discipline and motivation arise from these assumptions. More than four decades ago, McGregor (1961) identified two sets of assumptions which termed theory of traditional approach and theory of modern approach. The theory of traditional approach involves negative conceptions in respect of employers and influences the management style of managers, shaping them into autocratic characteristics and mandatory. On the contrary, the modern approach to theory involves positive beliefs that lead managers to assume a consultative and democratic.
According to these theories can be noted clearly the influence of workers in the formation of the character of the leader. It can be said that the leader today is one that fits the theory Y, in which the same has respect for people and their individual differences; as well as the people who surround him, as these influence their decisions positively.

Talk about leadership and managerial skills is nowadays something as trivial as saying that companies have a social responsibility towards society. Clearly such matters are highly debated and studied organisationally, but the explanations which are found in various articles and books about theory of organisation, such this matters don’t always come to meet the needs of businesses.

Most of the time, we discuss about what a leader is supposed to do, and forget to reflect on what it should be. That distinction is not irrelevant, that is, it is important to take into account his personality, his character and his intrinsic features not only the actions and attitudes in decision making.

It is known that the search for tangible results has always been one of the great engines of life organisations. It was with this objective that Taylor with the scientific management, Ford with the Assembly line, Fayol with the administration process and Max Weber’s theory of bureaucracy developed the Classical School. Then, through Elton Mayo and his famous Hawthorne study incorporate new variables for the process of Management, namely, management or administration.

The discovery of these factors promoted the first major change in the way the company and its employees. As a result, changed the parameters that define a good boss and started to emerge the modern design concept of leadership. It is true that there has been a change of focus, but did not change significantly the way of dealing with people within the Organisation, because continued to be seen as an instrument to get what they want. Lead is to release the creative abilities of people seeking to achieve objectives according to the values of the organisation. That level of commitment carries a double requirement:

- leadership is worthy of the trust of their subordinates;
- that led in turn to be worthy of the trust of the leader.

The trust, while it’s reciprocal may also be a consequence of the activities of the leader (BULLARA, 2003). The leader is not the one that gets results through people, but with people. While in the first case, the result is the end in itself, and people, the instrument, i.e. uses people to achieve something even if it is necessary to handle; in the second case, the result is the natural consequence of the process of leadership, and people are in first place. There comes a point where mutual trust is manifested. Leaders and team members really work together with a view to a common goal.

CONCLUSION

In the face of globalisation, through constant changes, it is up to the leader to adapt to the new realities and be able to drive your entire team by changing processes more and more are required for organisations are prepared for turn new threats into opportunities; as people entered in these organisations need a holistic organisational approach, which carries a profile

All-in-one; flexibility and adaptation to new ethical and technical values; simplicity and transparency of management; effective use of various resources (tactical, operational and strategic technicians); process-centred management approach; and, adding value to goods and services.

As the leader comes in due time and those changes are becoming more intense, the need to have a more holistic vision for an action for an evolution in human relations. Through the work of a leader, gets to the human being who participates in groups, with the discovery of values that motivate people to be creative, reflective, participatory communication and able to develop changes.

In an organisation, the leader must be versatile, favouring teams or multidisciplinary working groups, the formal and informal communication vehicles, because this enables you to more easily understand the changes and market signals, so you can adjust the strategy, redefine the objectives and to make an organisational reengineering and management to cope with the unpredictability and uncertainties generated by the minute by the dynamics of competition. In this process the leaders will succeed if they are able to build intelligent collective and multidisciplinary team members or employees, making them in cognitive, open and participatory subjects, with innovative initiatives, imagination and fast reaction; it will help you to achieve your success and the Organisation, which operates in highly complex market competitive.

Leadership theories show that a model of participatory and communicative leadership, develop a motivation and self-esteem, resulting in a higher performance by workers. The quality as the quantity of work of employees increase when their supervisors adopt certain assumptions, such as transformational leadership, which has been positively correlated with higher performance, and then with greater organisational success.

According to research from Harvard Business School, a strong and flexible culture based on shared values led some American companies, over a period of 11 years, income generation four times more, creating seven times more jobs, having their shares increased 12 times faster and obtain profitability 750% greater than the rigid and authoritarian culture. Another study showed that each value of a coordinating company limiting can increase costs by as much as 7%.

In this sense, to sustain the necessary changes, you need a personal transformation of higher levels of organisations, which enable professionals to respond,
not reacting to challenges. React is the Foundation of impulsiveness or accommodation, limiting standards of the past – is “driving looking in the rear-view mirror.” Answer is the basis of liability, acting consciously, with reference to the present (opening) and the future (vision). Responsible leaders discern the imaginary threats (personal mental models) of the real (objectives) and so can see opportunities and create a motivating vision. Are not organizations that if transformed, but people (ZIEMER 1996).

The end result of strategic planning, is the growth of the Organization as a whole. The true leader is one who understands this reality. It is necessary to think about how to get such results. Second Hersey (1996), the ideal leadership is made by who knows influence without handle, is flexible on exact measurement to adapt quickly to different situations, not dazzle easily with the power that the position gives it and, above all, vibrates when those around you are successful. Only the real leader has the intention of helping your group about to vibrate with a joint victory.

REFERENCES


