

Instructions

Name of 6000 Word Essay: *Successful Strategic Thinking*

Requirements:

There are 2 sep chapters, please read this entire doc. Please also remember to use UNI specified reading materials, authors & books.

Chapter 1 + subsections, ex - Intro, 1.1, 1.2, 1.3, Summary.

(Should be aprx 3500 words)

Abstract - aprx 150 words.

A) A definition of organizational strategy

B) A critical review key theories of how strategy is developed and implemented - Main body of the essay.

C) Relationship between strategy, innovation and change.

Instructor Tips:

Integrate the findings of several authors when discussing a specific concept (e.g. the definition of strategy) – do not simply summarise each author in turn. Better to start the paragraph with a discussion on the topic and introduce authors into that discussion

Step back and think through a much more logical order for the literature review, such as:

definition of strategy,

how strategies are developed

what tools can be used to develop a strategy

how they are implemented

how organisations ensure strategies are maintained

how is change enveloped

how is innovation accomplished

Relationship between strategy, innovation and change.

I think it is helpful to both the reader and the writer if you set up a series of sections with these headings and make sure your content follows them closely. The organisation analysis should then look at how that process is structured and undertaken at the organisation you are profiling.

Critically review PESTOL, SWOT and Porter Fiver forces theory, with opposing views from different authors. (Add tables/diagrams)

The following is fictional, but it should give you an idea: SWOT is a tool to understand the internal and external environment of an organisation which appears to be used widely in organisations, and according to Smith (2000) is particularly common in smaller organisations due to its simplicity. However, Jones (2000) points out that for many companies it is seen as a goal in itself, rather than part of a process of developing or refining a strategy, while DuPont (2000) notes that it does little to give relative weightings to the importance of various factors.

1) Focus on recommended books including Johnson, Whittington and Scholes 2011 Exploring Strategy: Text and Cases. -

Recommended Reading Materials:

Exploring Strategy: Text and Cases, Pearson: Harlow. Earlier editions are also acceptable. - I have attached a copy for you.

Gerry Johnson, Richard Whittington, Kevan Scholes, Duncan Angwin, Patrick Regnér 2017

Claire Capon 2008 Understanding Strategic Management Pearson Education: Harlow*

Bob de Wit and Ron Meyer 2005 Strategy Synthesis Thomson*

Bob Garratt 2010 The Fish Rots from the Head Profile Books: London#*

Robert M Grant 2016 Contemporary Strategy Analysis, Blackwell: Malden, MA#*

J Lampel, H Mintzberg, JB Quinn & S Ghoshal 2014 The Strategy Process
Prentice Hall*

Henry Mintzberg, Bruce Ahlstrand and Joseph Lampel 2009 Strategy Safari
FT Prentice Hall*

John A Pearce III and Richard B Robinson Jnr 2009 Strategic Management:
Formulation, Implementation and Control, 11th ed McGraw Hill; Boston*

E-books

Michael Beer 2009 High commitment, high performance : how to build a re-
siliant organization for sustained advantage Jossey Bass: San Francisco

Robert Hooijberg 2007 Being there even when you are not: leading through
strategy, structures and systems Elsevier JAI

Geoff Mulgan 2009 The art of public strategy: mobilizing power and knowl-
edge for the common good OUP

2) Your review must be critical rather than just listing different theo-
ries and authors, the emphasis should be on interpretation. List op-
posing views, as well as similar ones.

3) Use your own words supported by references to authors and the
literature; avoid the temptation to start each sentence “X said...”.

4) Do not write overly long sentences or paragraphs – ideally each

paragraph encompasses a single “idea” only.

5) Use clear section headings, and leave sufficient space after the previous section to represent a clear change of topic.

6) Use sub sections in the literature review (e.g. Definition of Strategy, etc)help the reader follow your logic and can help you in writing.

7) List of references, all set out according to the Harvard format. Note that(for example) “Mintzberg et al” is more than one author.

8) Check for grammatical and typographical errors; and check again

Chapter 2 + subsections, ext. Intro, 2.1, 2.2, 2.3, Summary

(Should be aprx. 2500 Words)

a) A critical analysis of selected strategic processes within your organization related to relevant theories. - This analysis should be done of my Real Estate office, where I managed 30 Agents - Metro

City Realty, you had prev written about my office a prev essay of ours - Teams. (I have included that piece at the very end of this doc, for you to reference back, however not copy)

b) An assessment of the extent to which people within Metro City Realty are engaged with and contribute to a selected strategy.

c) Recommendations about how strategic processes within Metro City Realty (MCR) could be improved.

Instructor Tips on Chapter 2:

The requirement is for “A critical analysis of selected strategic processes within your organisation, related to relevant theories”, not the strategy themselves.

Make sure your analysis of strategic processes of the org is related back to the literature review. Any authors/theories cited in these sections must have been introduced in the literature review and must be in the list of references.

Introduce the org by placing it into context (activity size, etc)

We are also not interested in the strategy itself for this analysis, but rather the process. Describe the process in more detail – who is involved, how long the process takes, what actually happens, what tools are used in the strategy development, how it is implemented,

how is its performance reviewed, how often is the process repeated, etc. Be sure to link back to the theory in multiple places.

Again, The analysis is of strategic processes and not the strategies themselves, you must relate the process back to your literature review.

A hypothetical example, you could state that a SWOT analysis was undertaken, with inputs developed by internal review involving the marketing and production managers, but the detail of the SWOT itself is not relevant. The strategies themselves could be concerned with any area of the business, and could relate to, for example, a corporate plan, new product introduction, an acquisition, outsourcing, etc. As noted, we are not interested in the strategy itself for this analysis, but rather the process.

You must describe the process in detail; for example, who is involved, how long the process takes, what tools are used in the strategy development, how it is implemented, how is its performance subsequently reviewed, how often is the process repeated, etc.

Throughout that description you must relate the process back to your literature review, with clear references to authors and/or theories. Note carefully that any authors/theories cited in these sections must have been included in the literature review and must also be included in the list of references. In this section you can include one or several processes, but you must focus on the process and provide the detail outlined above.

An assessment of the extent to which people within the organization are engaged with and contribute to a selected strategy.

It should look at the involvement of different people at different levels of the company when the strategy was developed – who was involved and who was not involved, and what their involvement entailed. In addition, once the strategy has been implemented, to what extent are employees engaged and respond to the new strategy; again relate this back to your literature review. Has it been a successful process?

Recommendations about how strategic processes within the organization could be improved.

Your literature review will have highlighted areas that you would consider “best practice” for different situations, and you should then compare that with the actual practices that you have analysed to develop your recommendations.

Previous Analyzation of Metro City Realty

(For ref only, pls do not cut & paste)

Analysis of Metro City Realty

2.1 - Introduction

The objective of this section is to provide an analysis of a team I was personally associated with, with relevant theories of team working. The methodology used in this analysis is qualitative, as I am giving an account from my own experience.

In 2016, I formed my own Real Estate office, in Vancouver, Canada; I was the sole owner and Broker/Manager, I later sold the office in 2018. I was able to start this venture, through proper financing, hard work, advanced education, and years of related experience. The office was called Metro City Realty, and at its highest point, I managed over 30 agents. I would classify our team as traditional, with several virtual aspects, as our members communicated mostly digitally via telephone, internet and email.

2.2 - Strengths

MCR was composed of a real variety of team members. Our agents spoke several different languages and most were highly educated. Velten and Lashley (2018) state that diversity is inescapable, but proceed to argue that companies should understand it pays off. Our agents were very successful, the market was in an upswing and sev-

eral of our senior members were achieving a consistent level of sales. My role was to guide our team, through the potential pitfalls and or sea of questions related to proper procedures, compliance and revenue-enhancing techniques. If our Agents, who were commissioned sales representatives were successful, our Brokerage, which earned a fair percentage, also prospered, otherwise, no income was earned.

Different people within an organization, make different contributions to their team and teams are a question of balance, individuals who balance out one another Belbin (1981). This was definitely the case within our organization. Our agents were mostly involved in residential real estate sales, with a few involved in commercial dealings. Most team members would cater to clients who were ethnically connected to them via culture, or referred through friends and family. However, on several occasions, Realtors would also team up with one another for various logistical reasons.

Each week we would have team meetings, ranging from coaching sessions to discussing a range of topics, like market conditions, personal dilemmas, progress, and sales techniques. It was within these meetings that roles were highly visible. Several were effective in reducing pressures and helping newcomers into the team, which implies the resource-invtigator in Belbin's team roles. Others were extremely orderly, and somewhat perfectionistic, representing the complete finisher category. Finally what separated MCR from the

competition in my view, was our emphasis on superior client relations, and a very organized, experienced and genuine style of leadership.

2.3 - Weakness

One of the major flaws, of our team, was not being able to separate our work lives from our personal. In retrospect this was an intense negative; as per my view now, there should have perhaps been more of a balance. The difficulty with a commissioned sales position, like a Realtor, is that client demands could be any day of the week. This is where delegation could have prevailed, shifting some of the work to perhaps junior agents, in an attempt to live a more balanced life.

Piotrkowski (1979) presented the compensation theory, which argued that employees look for satisfaction in another domain if it is unachieved in one. Specifically, if they are unsatisfied at work, they look for satisfaction at

home and vice versa. Employee retention was a very important aspect at MCR, however, there were times where I could not compete with other discount Brokerages, offering, for example, higher commissions, which in turn created a loss of several agents.

The way our team combated this separation, was by holding regular team-building activities, such as social gatherings outside work, to create bonding, loyalty and develop additional trust. This could be analyzed through an extended view of Tuckman's (1965) Model, in-

dicating that teams experience several stages. Also, our regular gatherings helped identify each other's strengths, as well as accomplish ways of solving internal issues or external conflicts amicably. Additional incentives such as providing sales leads and reliable support was also a prime way to enable retention.

2.4 - Summary

Having the opportunity to start, operate and manage MCR was a real blessing. I learned how to manage my own team, advance my analytical and negotiating skills, and how to properly operate a business. Furthermore, working in a high performing team exposes people to challenges, mostly healthy risks, and opportunities that make the teamwork experience worthwhile.

The MCR team was phenomenal, but also faced a myriad of challenges. Nonetheless, working as a team proved an effective mechanism for securing additional revenues, enhancing synergy, developing trust and creating valued relationships.

Chapter 3

Assessment of my Abilities as a Team Leader

3.1 - Introduction

In this final section, I will be discussing, my abilities as a team leader, within MCR using appropriate theories; identifying areas of strength and further development. My qualification as the Real Estate office leader was an accumulation of over 10 years of related

experience, and advanced education. I was licensed as a Broker and had achieved an FRI designation, the highest achievement for a Realtor in Canada - a Fellow of the Real Estate Institute. Other than the office secretary, I managed the daily operations and supervision of our team, on almost a daily basis. I was however under the mandate of the provincial Real Estate Council, the regulatory arm of the Canadian government, who had strict guidelines and policies, with regular visits from their representatives, and compliance checks, ensuring the efficiency of our operations. A majority of the time, I believe I used a democratic, authentic and participatory style of leadership, or style contingent on the situation. Mostly I exercised a transformational approach though, with an intent to inspire and lead by example, otherwise, imposing a transactional method when a more strict style was required.

3.2 - Strengths

Overall as a team leader, I felt that I was an excellent listener, motivator and a reliable source. I frequently used a complementary style of leadership,

where I would share ideas, feedback and industry information producing results in collaboration with our team, rather than dictating directions. I understood motivation and was cognizant of Maslow Theory. Although criticized for not recognizing perhaps various cultures, Maslow's Hierarchy of Needs is depicted as a pyramidal scheme. Known as a motivational theory, it includes the different psychological needs of humans, such as psychological, love and belonging, esteem, self-actualization and safety (Patrick, 2014). Re-

flectively speaking, one way I believe I enhanced the esteem of our Agents, was by consistently recognizing their achievements, and issuing awards and gift certificates regularly.

Belbin's team roles provide that team members be assigned to tasks based on their characteristics, which was also relevant to my team. Specifically, I would assign clients, to members I felt were a right match, and especially those I felt were classified as "Action-Oriented" with finishing qualities. I was in the "People-Oriented" category, with a special ability, I believe, to coordinate activities efficiently and accordingly. In conclusion, my main focus was always the contentment of my team and clients. Creating a friendly and supporting atmosphere for our Realtors was paramount, along with a professional and experienced team for our

community. In my opinion, I was a genuine leader, who really cared about our staff, and was a firm believer in their success, providing the navigation, support, resources and guidance required for effectiveness.