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Analysis of Strategic Leadership Simulation Models in non-profit Organizations

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Abstract

Leadership of a company may be the only management concept that receives more attention than a company's strategy lately. But there's little unanimity on what strategic leadership [1] is and how it should best be encountered. Organizational leadership [2] has been defined as an interpersonal process for influencing individuals and groups to achieve organizational goals.

That's where the strategic leadership comes in. In the ideal case, strategic leadership supplies a widely shared sense of long-term direction and a fascinating project that drives the company through all the important and difficult situations of constant change to achieve the desired aims. But when we see examples of organizational "excellence" - such as Apple, IBM, Xerox, and Zenith - to have overcome the difficulties of restructuring and rightsizing, we're reminded how difficult it is to preserve strategic leadership.

Strategic Leadership is even more difficult to implement in a non-profit entity [3] where there is no gain and all are based on volunteerism. In such non-profit organizations, we will try to apply Dynamic Simulation Model [4], in order to see the crucial role that strategic leadership plays. Multiple studies have been approached with the use of computational methods, as an effective way to illustrate their dynamic in the field of business strategy [5-19].

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1. Strategic planning

Strategic planning [20] is a process which may be followed by an organization of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. In order to define the direction of the organization, it is necessary to understand its present position and the possible directions through which it can attend a particular course of action. Generally, strategic planning deals with at least one of three questions:

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- ⤴ What do we do?
- ⤴ For whom do we do it?
- ⤴ How do we excel?

In many non-profit organizations, this is viewed as a process for determining where an organization is going over the next year or - more typically - 3 to 5 years (long term), although some extend their vision to 20 years.

2. Strategic Leadership in Non-Profit Sector

Scant research in the plain of strategic leadership has considered the sector in which leadership occurs. As an effect of this, most of the speculative development in strategic leadership has assumed that it occurs in the for-profit sector. There have been prepared several theoretical articles published on the role and influence of non-profit executives generally. In Phipps & Burbach (2010) study they determined the role of a public executive is different from the role of a business executive. The difference between public and private executive roles included different informational, interpersonal and decisional roles. According to Phipps & Burbach (2010) a study by Taliento & Silverman in 2005 shows the difference between the role of a corporate chief executive officer (CEO) [21] and the non-profit CEO. Their conclusions were based on interviews with crossover leaders who had led both for-profit and non-profit organizations. The study identified five areas in which non-profit strategic leaders adapt the practices of for-profit strategic leaders:

1. Smaller scope of authority
2. A wider range of stakeholders who expect consensus
3. The need for innovative metrics to monitor performance
4. The requirement that non-profit CEO's pay more attention to communications
5. The challenge of building an effective organization with limited resources and training.

The study concluded that "there is reason to believe that strategic leaders contribute to non-profit organizational performance in ways consistent with strategic leadership theory. However there is evidence in the study suggesting that the exercise of strategic leadership is different in the non-profit context (Phipps & Burbach, 2010)".

Leadership remains one of the most pertinent parts of the organizational context. However, defining leadership is challenging. "The difficulty of arriving at a simple, cut-and-dried definition of strategic leadership is underscored in the literature on the subject" (Beatty and Quinn, 2010, p.3). The circumscription of leadership differs from situation to situation. Strategic leadership filters the practicable information, creating an environment where learning can be developed. Strategic leadership is a result responsibility of the leader and the organization. Leadership presents challenges that cause the best in people and bring them together around a shared sense of objective [22]. With feasibility, alignment and a higher purpose, the work between the leader and his team members create a cooperative group. Irrespective of what style of leadership, the various styles can support one another to achieve the aims of the company. Strategic leadership can only be affected when the leader is strategic in their access to the issues of the organization.

3. Problematic

In order to better analyze Strategic Leadership model in non-profit Organizations we conducted a survey with a three questions problematic. Firstly, we want to analyze the key components of Strategic planning in a non-profit organization. Secondly we want to approach a Strategic planning process and how this contributes to the development of non-profit organizations. Eventually, we will summarize what are the goals, objectives and targets of Strategic planning in a non-profit organization.

3.1 What are the key components of Strategic planning in a non-profit organization?

The key components of Strategic planning [23] include a perception of the organization's vision [24], mission [25], values and strategies which can be applied to non-profit organizations. The vision and mission are often captured in a Vision Statement and Mission Statement.

- ▲ Vision: Presents what is the aim of a non-profit organization, or how it wants the world in which it operates to be (an "idealized" view of the world). It is a long-range view and focus on the future. It can be emotive and is a source of inspiration. For example, a charity working with the poor might have a vision statement which reads "A World without Poverty."
- ▲ Mission: Defines the primary purpose of a non-profit organization, plainly describing why it exists and what it does to achieve its aims. For example, the charity above might have a purpose statement as "providing jobs for the homeless and unemployed".
- ▲ Values: Beliefs that are shared among the interested members of a non-profit organization. Values lead an organization's culture and priorities and provide a framework in which leading to decisions. For example, "Knowledge and skills are the keys to success" or "give a man bread and feed him for a day, but teach him to farm and feed him for life". These example values may set the priorities of self sufficiency over shelter.
- ▲ Strategy: Strategy, strictly speaking, means "a plan of action designed to achieve a vision". A combination of the ends (aims) for which the organization is striving and the means (policies) by which it is seeking to get there. A strategy is sometimes called a roadmap which is the path chosen to plow towards the end aim. The most important part of implementing the strategy is ensuring the organization is going in the right direction which is towards the end vision.

Non-profit organizations sometimes summarize aims and objectives into a mission statement and/or a vision statement. Others begin with a vision and mission and use them to express goals and objectives.

Many people misunderstand the vision statement for the mission statement, and sometimes one is simply used as a longer term version of the other. However they are meant to be quite different, with the vision being a descriptive view of future state, and the mission being an action statement for bringing about what is envisioned (i.e. the vision is what will be achieved if the organization is successful in achieving its mission).

For a non-profit organization's vision and mission to be efficient, they must become digested into the organization's culture. They should also be evaluated internally and externally. The internal evaluation should focus on how members inside the organization interpret their mission statement. The external evaluation - which includes all of the businesses stakeholders - is valuable since it offers a different prospect. These deviations between these two assessments can provide insight into their effectiveness.

3.2 How we can approach a Strategic planning process?

There are many approaches to strategic planning but typically one of the following approaches is mostly used:

- | | |
|--|--|
| Situation - estimate the current situation and how it came about. | Draw - what is the aspiration image or the desired end state? |
| Target - define goals and/or objectives. | See - what is today's situation? What is the gap from ideal and why? |
| Proposal - map a possible route to the goals/objectives. | Think - what specific actions must be taken to close the gap between today's situation and the ideal state? |
| | Plan - what resources are required to perform the activities? |

3.3 What are the goals, objectives and targets of Strategic planning in a non-profit organization?

Strategic planning is a very aptly business competence. It is also important in the public sector areas such as education [26]. It is practiced widely formally and informally. Strategic planning and decision processes should

end with aims and the rules to achieve them. The objective of strategic planning processes like formal planning is to increase specialization in business operation, especially when long-term and high-stake activities are involved.

One of the core aims when formulate a strategic plan is to evolve it in a way that is easily translatable into action plans. Most strategic plans manage high level initiatives and dominant aims, but don't get articulated into daily projects that will be required to succeed in the plan. Terminology or word choice, as well as the layer a plan is made out, are both examples of easy ways to emboss at attributed your strategic plan in a way that makes sense and is executable to others. Often, projects are filled with conceptual conditions which don't tie into daily realities for the personnel expected to execute the plan.

The following points have been used mostly in strategic planning: desired end states, schedules [27], aims, strategies and actions. Definitions differ, overlap and fail to achieve clarity. The most ordinary of these concepts are specific; time bound statements of intended future results and continuing statements of designed future results, which most standards refer to as either aims or objectives.

One standard of organizing aims uses hierarchies. The components are mentioned may be organized in a preclacy of means and ends and numbered as follows: Leading class Objective, Second class Objective, Third class Objective, etc. From any class, the objective in a lower class answers to the question "How?" and the objective in a higher class answers to the question "Why?" The exception is the Leading class Objective: there is no answer to the "Why?" question. That is how the Leading class Objective is defined.

People typically have several aims at the same time. "Aim congruency" refers to how well the aims pair with each other. Does aim A appear compatible with aim B? Do they fit together to form a unified strategy? "Aim hierarchy" consists of the nesting of one or more aims within other aim(s).

One approach suggests having short-term goals, medium-term goals and long-term goals [28]. In this standard, one can anticipate to obtain short-term goals fairly easily: they stand just slightly above one's reach. On the other hand, long-term goals appear very difficult, almost impossible to succeed. Using one aim as a step to the next involves goal sequencing. A person or group starts by implementation the easy short-term goals, then steps up to the medium-term, then to the long-term goals. Goal sequencing can create a "goal stairway". In an organizational setting, the non-profit organization may coordinate goals so that everyone has their own aim. The goals of one part of the non-profit organization should mesh compatibly with those of other parts of the organization.

4. Situational analysis in non-profit organizations

When developing strategies, analysis of the non-profit organization [29] and its environment as it is currently and how it may develop in the future, is very important. The analysis has to be carried out at an internal level as well as an external level to identify all possibilities and threats of the external environment as well as the strengths and weaknesses of the organizations.

There are several factors to assess in the external situation analysis:

1. Customers
2. Contest
3. Technology
4. Provider markets
5. Business markets
6. Economy
7. The regulatory environment

It is rare to find all seven of these coefficients having critical importance. It is also uncommon to find that the first two are not of critical importance.

Analysis of the external environment normally focuses on the customer. Management should be visionary in formulating customer strategy and will have to do so by thinking about market environment changes, how these

could impact customer ensembles and whether those customer ensembles are the ones the company wishes to produce.

5. Business analysis techniques

Variant business analysis techniques can be used in strategic planning.



Fig. 1. System Pyramid

Successful and sustainable modification efforts require leaders who know how to manage change. At the simplest level, managing change means:

- ⤴ Knowing what you want to realize and creating an imperative vision that motivates others.
- ⤴ Comprehend stakeholders and communicating [30] with them early, constantly and frequently.
- ⤴ Managing the variant levels of support and endurance that will inevitably emerge in response to any change.
- ⤴ Change Leadership [31] is a skill set that is required throughout any development, from designing and executing to sustaining improvements.
- ⤴ Change Leadership is essential for both high level executives and program leaders, who are responsible for setting the vision, communicate the vision and make the changes happen.

6. Dynamic Simulation Model

The potential advantages of dynamic simulation model is that based on the problematic and the results of our research we have the possibility that we can attribute values to the dynamic simulation model, customizing all the factors involved in the questionnaire of the problematic. All parameters can be changed to get different results each time, taking advantage of the different information that gives us the problematic.

The conjunction between Non-profit Organization Resources and, Markets and Customer Satisfaction, Labor Markets and Employee Satisfaction, Technology and Knowledge Satisfaction, Contest and Satisfaction Economy, is dynamic. Was therefore a qualitative and quantitative research [32] in 100 employees, 20 Non-profit Organizations and 20 leaders.

As seen from the Dynamic Simulation Model in Fig.2, the results change when changing the provision of resources to agents. Depending on the sources that provided by the Non-profit Organization Resources, involving knowledge, personal information and personnel training, changing the percentage of employees who work in Non-profit Organizations.

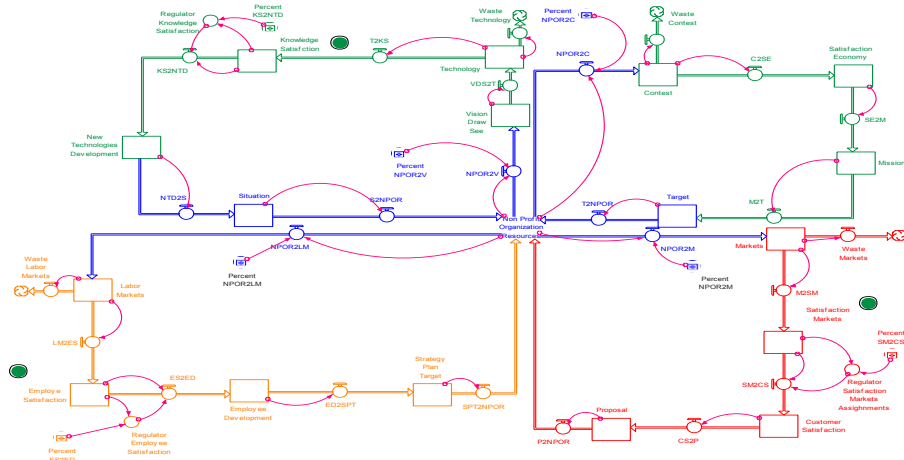


Fig. 2. Dynamic Simulation Model

The results of the Dynamic simulation model are shown in figures (Fig.3, Fig.4 and Fig.5) that we provide.

1:45 PM 6/28/2012 Table 1 (Company Development)

Months	Satisfaction Markets	Waste Markets	Percent NPOR2M	Customer Satisfaction
initial	27.00		5.00	0.00
1	53.64	2.96	5.00	0.00
2	77.32	2.63	5.00	0.00
3	80.16	2.22	5.00	17.15
4	80.22	1.95	5.00	22.89
5	79.53	1.83	5.00	24.40
6	78.36	1.79	5.00	24.51
7	78.30	1.77	5.00	24.26
8	77.83	1.75	5.00	23.93
9	93.42	1.73	5.00	7.57
10	91.30	1.70	5.00	9.76
11	89.68	1.67	5.00	10.12
12	87.06	1.65	5.00	13.02

Fig. 3. Markets in conjunction with the Customer Satisfaction

1:45 PM 6/28/2012 Table 2 (Satisfaction)

Months	knowledge Satisfaction	Employee Satisfaction	Satisfaction Markets	Customer satisfaction
initial	31.50	58.50	27.00	0.00
1	62.58	92.95	53.64	0.00
2	77.94	106.40	77.32	0.00
3	76.71	104.23	80.16	17.15
4	74.05	100.02	80.22	22.89
5	81.00	96.76	79.53	24.40
6	76.08	94.85	78.36	24.51
7	83.27	93.75	78.30	24.26
8	78.25	93.01	77.83	23.93
9	84.43	92.37	93.42	7.57
10	78.36	91.65	91.30	9.76
11	83.94	90.88	89.68	10.12
12	77.62	90.16	87.06	13.02

Fig. 4. Satisfaction Knowledge in conjunction with Satisfaction Employees, Markets and Customers

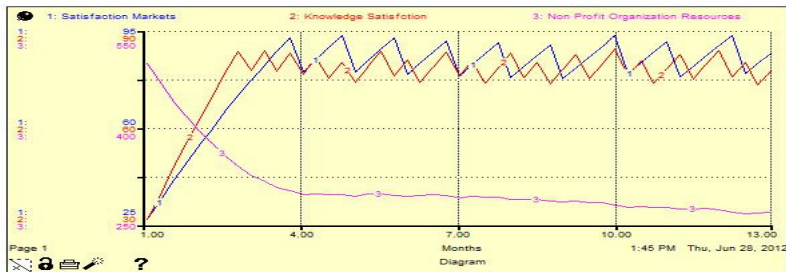


Fig. 5. The resources of the Non-profit Organizations in conjunction with the Markets and Knowledge Satisfaction

7. Support for decision makers

During creation of the model there is needed to verify the theoretical review and the requirement to create the user interface, that the user can manage the parameters of dynamic simulation model. There are three main sections on this user interface: Technology, Labor Markets, and Markets.

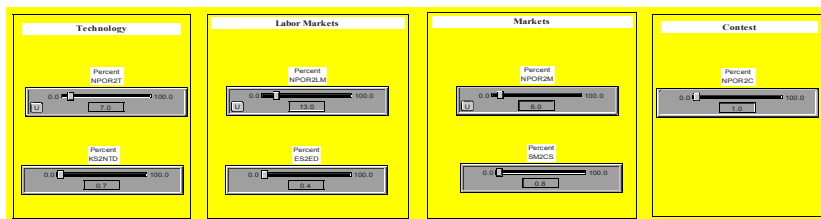


Fig. 6. The non-profit Organization simulation interface

The Technology section allows the decision maker to determine the amount of satisfaction of knowledge and new technologies development. The Labor Markets section allows the decision maker to define the level of employee satisfaction and the development of the employees. In the Markets section, the decision maker can define the projects that can be undertaken by the company and further, on customer satisfaction. To begin the simulation, the user chooses all the values of the inputs that are desired, and then clicks the run button. The simulation runs for a period determined by the user and pauses to allow the user to review the effects of the decisions made.

The prototype provides the decision maker with various forms of support that guide them through the decision making process. These guides range from the use of status alarms and notifications to the use of visual aids to enhance learning and understating of various relationships in the context of Strategic Leadership. To aid the leaders in making strategic decisions, the user interface of the sustainability model alerts the user with various notifications during the course of the simulation.

For example, if the Technology and Knowledge Satisfaction is low a message pops up to notify the user, that their knowledge is unsustainable. It also alerts the user if the if the labor market is overflowing. When Non-profit Organizations Resources satisfaction Knowledge, Employees and Markets, a message pop up to notify the user and some of the resources returning to Non-profit Organizations, etc. New Technologies Development and Employees Relations were also kept in mind while designing the prototype and user interface.

This prototype caters from novice users, who may only navigate through three or four main pages, to the expert users who may take advantage of the advanced functionality available in the prototype. The interface was kept simple and designed with ample “help” or “?” buttons that provide the decision makers with a description of

various concepts or explanations to improve user autonomy. Colour templates as well as repeated and common items were kept consistent so as not to confuse the user and improve usability.

8. Conclusions and future research

In this paper we made a research on the role of Strategic Leadership in non-profit Organizations. Nonetheless that research on non-profit leadership strategies is still not well explored. This paper makes a fundamental effort to examine some key problems [33] in this rich area. We acknowledge that there is more work that can be done on this area. For example:

- ▲ Since a non-profit organization needs to consider other issues, such as demand simulation on dealing with different market segments [34] due to its special mission, how should the non-profit company choose the service levels for different channels to enable the non-profit organization to reach different market segments effectively?
- ▲ What is the optimal channel strategy [35] when considering different service levels for different market segments in different channels?

Yet, past strategic management literature and research in dynamic simulation have provided evidence that several other factors besides leadership, such as organizational culture [36], R&D strategy [37], business environment and structure [38,39] are related to firm performance, therefore their combined impact should be investigated in future studies. Moreover, the rivalry in markets between non-profit and for-profit organizations should be further explored in order to better understand how Strategic Leadership applies.

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