

STRATEGIC LEADERSHIP PRACTICE ASSIGNMENT

Name

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Title: U7014V1 Strategic Leadership Practice Assignment

Instructions: need to fulfil all a.c. assessment criteria and tailor the answer into a pharmaceutical industry (see attachment). in the last page of the attachment have my previous assignment where i included the organisation summary and the corporate objectives, where this assignment should be allign to.

Focus: pay particular attention to pharmaceutical industry

Structure: have to be break it up to a.c. as per my attachment

Important notes: please go to "eisai japanese pharmaceutical companies" for some background of the organisation

Uploaded files:

## Strategic Leadership Practice Assignment2

Course

Instructor

Institution

City and State

Date

## **Task 1**

### **Organisation Research Summary**

Eisai Co., Ltd. was established in 1941 as a research-based Japanese pharmaceutical company headquartered in Tokyo, Japan while its Europe subsidiary, Eisai EMEA (Europe, Middle East, Africa, [E-EMEA]) is headquartered in Hatfield, United Kingdom. The E-EMEA region includes many markets including Australia, Austria, Belgium, Czech Republic / Slovakia, France, Germany, Luxembourg, Netherlands, New Zealand, the Nordics, Portugal, Russia, Spain, and the UK / Republic of Ireland. Eisai Co., Ltd. is a global enterprise ranking among the top 20 in Pharmaceutical Industry worldwide. The company has more than 15,000 employees globally, among them approximately 1,500 in Research and Development. The company has positioned Neurology and Oncology as its therapeutic areas of focus, where there are many diseases for which adequate treatments have yet to be established. In regions where the company does not have an affiliate, Eisai have entered into partnerships to help relevant patients in these regions access to our medicines via extensive access programme through World Health Organisations and many non-profit government organisations (Ahmed, Ruma and Shirahada, 2018). To date, Eisai has more than 40 affiliations across the globe as well as 9 manufacturing sites. In order to fulfil patients' unmet needs, Eisai sets out a goal to be a "company that changes society through creating medicines and providing solutions" in its long-term business plan.

## **Task 1**

### **Identify the current strategic aims and objective**

Every organisation has certain aims and objectives that they wish to achieve. According to Corporate website of Eisai (Eisai Co., Ltd.), it has some of the following strategic aims and objectives. For this assignment, it will only focus on Neurology Business Group in Eisai.

1. Eisai Mission is delivering higher purpose, Human Healthcare (hhc) Philosophy, in a compliant and ethical way by building trust and demonstrating integrity.
2. Achieving continued business success by attracting, developing, motivating, and retaining talent and ensuring that all of our employees have the right skills, knowledge and experience needed in a high performing team.
3. Continue to build the E-EMEA Alzheimer's Disease (AD) team and capabilities to enable us to support and shape global AD priorities.
4. Improve partnership management with all partners and particularly with co-promotion partner Biogen in order to enable faster access of our medicines to healthcare systems, healthcare professionals and patients (Nonaka and Peltokorpi, 2016, Pg. 110).

### **A.C 1.1-The concept of managers as effective leaders**

Effective leaders demonstrate clear directions for their organization by communicating a clear vision, in the form of speaking presenting or writing. Effective leaders accurately evaluate the situation at hand before giving the directives hence getting a positive outcome. Moreover, effective leaders inspire and motivate the subordinates to wisely take action, while encouraging

transition and transformations. Effective managers, on the other hand, control and direct the team members based on the established policies and procedures of an organization. Therefore, the main role of effective managers is to ensure that the day to day operations of an organization flow smoothly. Managers with good leadership must display qualities such as vision, ability to recognize need of change, good planning skills and the ability to participate in making decisions without consulting the subordinate, especially in times of a disaster or man-made crisis (Nonaka and Peltokorpi, 2016, Pg. 126). While leadership can be inherent, there are other skills that must be learnt and practiced to make a good leader. Skills such as good communication skills can be inherent; however, the ability to make hard decisions must be practiced and determined by other factors such as experience (Lehrer and Asakawa, 2019, pg. 268).

#### **A.C 1.2-The concept of leaders as effective managers**

For effective leaders to demonstrate management skills they must have at least six traits that include sharing their vision, leading by example, have good communication skills, empowering the team members, motivating and inspiring the team and be in a position to make tough decisions (Balaquiot, 2015).

Share the vision.

A leader guided by vision means that the leader has a clear idea of the goals to be achieved, how to achieve them, and is aware of what success can be achieved. Leaders who act as effective managers articulate their vision passionately and clearly. Moreover, they ensure that the team members understand how their individual effort contributes towards achieving the goal of the organization (Ahmed, Ruma and Shirahada, 2018). Leaders with effective management skills

work towards their set vision with tenacity, persistence and enthusiasm, hence encouraging and inspiring others to work toward achieving the same.

#### Lead by example

Effective leaders gain respect and build credibility from their members by leading by example. Consequently, setting a good example demonstrate good leaders to be effective managers. Leaders leading by example outline the behaviour that should be followed. To demand a lot from the team members, the leader should also be willing to set the high standards by delivering more. The leader should align the action and words hence building trust among the team members and encouraging them to follow the example set by the leader (Lehrer and Asakawa, 2019, pg. 271).

#### Communicate effectively.

Effective leaders must be in a position to communicate clearly, tactfully and concisely to the team members. Communication does not only involve listening attentively to others and responding accordingly, instead, it also involve asking appropriate questions, sharing valuable information, soliciting inputs and new ideas, being clear about your expectations from the team as well as solving misunderstanding among the team members. Moreover, leaders who demonstrate effective management skills must communicate to energize and inspire the team members (Nonaka and Peltokorpi, 2016, Pg. 157).

#### Make hard decisions.

Leaders who demonstrate good management skills must be prepared to make fast. Complex decisions, even when limited information is critical. Leaders who are faced with tough decisions must start by determining what must be achieved by the final decision. The leader should

consider the consequences of the decision and other available alternatives (Balaquiot, 2015). Finally, the leader should make the decision with conviction, while taking responsibility of any consequences that may arise. Leaders who are confident and resolute decision makers are able to capitalize on opportunities, as well as earn respect from the staff.

Motivate and inspire.

Effective leaders should guide their team members with enthusiasm, passion, motivation and inspiration. Leaders who act as good managers must spend time on the people they lead to identify their strengths, priorities and needs. To achieve this, the leaders must ensure that every team member feels valued hence making it easy for the team members to know the best form of motivation and inspiration to apply (Lehrer and Asakawa, 2019, pg. 276). Moreover, the leaders should continually monitor how their efforts are making a difference, while encouraging the development of their potential based on their goals and difficulties.

Empower others.

Leaders with good management skills understand that for staff members to give their best, they must believe they are doing a meaningful job, as well as have a sense of ownership of the work. Therefore, the leaders should always communicate the goals and timelines of each task, hence giving the team the authority and autonomy to decide how to complete the task at hand (Ahmed, Ruma and Shirahada, 2018).

**A.C 1.3 - The balance needed between the demands of Eisai's strategic management and strategic leadership**

Without an effective leadership, an organization will not have the inspiration, motivation and vision to drive forward. On the other hand, without effective management, an organization will have unstructured and unenergetic approach hence producing disastrous results (Balaquiot, 2015). Therefore, every organization must have a balance between individuals and the team, the balance ensures that the leadership and management coexist in the following ways;

1. Leadership develops an organization's vision, defining where the organization is and where it is needed to be in future, as well as assimilating people in that vision. Management, on the other hand acts on the vision by creating a roadmap, and milestone plans that will push the organization towards the outlined vision (Sibeko, and Barnard, 2020, Pg. 37).

2. Leadership motivates personal and team development by assisting them to understand their role in the organization. Management, on the other hand assigns the daily roles to the teams. Moreover, it assigns the resources needed to achieve the full potential of the organization (Lehrer and Asakawa, 2019, pg. 279).

3. Leadership plays an important role in challenging the way things are done, while encouraging the team to not only improve but be innovative. Management, on the other hand outlines standards, guidelines and rules that teams must follow at work.

4. Leaders tend to focus on the employee's growth hence working towards inspiring and motivating them, management on the other hand maintains a positive company culture needed to endure that the organization is serving its purpose (Ahmed, Ruma and Shirahada, 2018).

## **Task 2**

### **A.C. 2.1-The role of the strategic leader in the creation of the Eisai's vision, mission and values**

A significant phase that any leader has to solve is the transition from the organizational to the policy stage. Unlike operational leadership, whose function is limited to managing everyday operations only, leaders who transform from operational management to strategic management must take on various roles to achieve long-term strategic results. This helps their companies to become more competitive and advantageous. In general, the strategic leader plays nine positions in the company thus showing his management style. These top nine strategic leadership are: navigator, strategist, entrepreneur, mobilizer, talent advocate, captivator, global thinker, changer driver and enterprise guardian (Nonaka and Peltokorpi, 2016, Pg. 174). You also may find other ways to achieve your desired objectives and how to collaborate with managers who choose a particular style than your own. These are some of types of leadership styles coaching leadership style someone whose strengths, limitations and motives to help each person succeed can be easily recognized by their team members, and visionary leadership style have a great ability to advance and contribute to improvements by encouraging staff and gaining trust in new ideas (Lehrer and Asakawa, 2019, pg. 282).

### **A.C. 2. 2 The leader's role in communicating the Eisai's vision, mission and values to others**

Strategic leadership plays a vital role in shaping and implementing a plan. It acts as a link between the core of the organization and its body. The promise given by the leader encourages the organizations to succeed and this success comes from making good strategic decisions and implementing them. Until the strategies are fully implemented, major strategies are insignificant.

Strategies formulated fewer than 50% see the light of day as organizational skills are missing. Leaders provide advice on how success works and how to do this (Balaquiot, 2015). The organizational leader has overall duties to offer the vision and reflects, squeezes out the strategy and monitors the operating undertakings by using the techniques. In addition, he seeks to change his organization in accordance with circumstances.

**A.C. 2.3 How personal energy, self-belief and commitment impact leadership styles and their application in Eisai's strategic environment**

Strategic leaders are transmitting energy boosting and strengthening employees' morality and spirit (Sibeko, and Barnard, 2020, Pg. 59). No matter how brilliant the mission statement is, how well it is expressed determines its efficacy. It is especially important to hold the vision in front and centre during times of transition. Leaders must create a vision communication plan, and leaders and managers are responsible for implementing this strategy. Seven tips to enhance employee motivation by communicating vision effectively are given. Keep it with storytelling Is your vision for improvement communicated in a highly successful strategic, be authentic Leadership is developed into a confidence and openness atmosphere in which leaders illustrate responsibility and accountability, communicating vision through multiple channels Before, during and after the transition must become habitual and must be executed, repeat and repeat (Balaquiot, 2015). Repeating helps to make familiar and memorize. The vision begins to gain momentum with the same message replicated across many networks, map out path to vision you must do so in a way that incorporates a broad spectrum of people with various preferred communication styles in order to communicates the vision for change effectively, act consistently with the vision It is not sufficient for vision to be spoken to. The actions that leaders and

managers want their people to undertake must be shaping, and solicit feedback alone enables leaders to know what their people do and understand (Ahmed, Ruma and Shirahada, 2018).

Implementation is a means of achieving the aims and goals of an entity. In this context, the simplest and most relevant concept of the implementation of strategy refers to the strategies planned/intended and to the strategies implemented. Organizations know how to devise specific and distinct plans, but they often struggle to accomplish the mission, vision and goals of organizations. Although the plan has been formulated thoroughly and adequately, there is no question that the implementation process will face challenges. According to literature, 50% to 80% of implementation work is failing. This challenge comes because of several factors such as leadership, confusing expectations, and lack of progress, insufficient training programs, and failure to change managers, a lack of control, contradictory goals, weak pay systems, poor communication, ineffective teamwork and lack of management skills (Nonaka and Peltokorpi, 2016, Pg. 193). The implementation of the strategy is important, according to Homburg. Although managers are responsible for creating a proper and efficient plan, they can focus on activities and tasks relevant to their execution with a great deal of attention and resources." These variables cannot be distinguished between them, however, so the plan itself will not work if the strategy is not implemented successfully at all various levels in the organization (Xu, 2018).

**A.C. 2. 4- How ethical leadership engenders empowerment and trust, identifying its impact on Eisai's organisational practice**

Trust is a sacred and emotional relationship among people; the expectation of confidence in society and management. Trust is the basis for constructive conflict, adherence to goals, personal

responsibility and the achievement of mutual objectives. Trust is a realistic expectation of anyone else not being opportunistic. In terms, acts or decisions, this is the expectation of others. There are two different forms of trust, conditional and unconditional trust, according to Jones & George cited in Zhu, May & Avolio (2018), conditional trust is a situation in which all parties are ready to act as long as they are compliant and use a common interpretative system to describe the situation. Conditional trust is marked by the shared values which structure the social situation and become the primary vehicle of trust (Ahmed, Ruma and Shirahada, 2018).

Three forms of trust in organization, based on dissuasion, information and identification have been established (Robbins, et al., 2008). Deterrence trust is founded on a fear of retaliation if the confidence is broken. Individual behave according to the consequences they claim. The identification-based confidence is based on a shared understanding and appreciation of each other's intentions and desires. In organizations with a performance impact and where broken off is likely to have a significant adverse effect, trust is an important issue. Employee confidentiality in managers is likely to enhance employee adherence to corporate law and regulations, promote organizational reform, and improve employee contributions in terms of success, residence and civic virtue (Nonaka and Peltokorpi, 2016, Pg. 202). Commitment is simply defined as loyalty and attachment of an individual or group to the organization. Organizational commitment is defined as a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization. Commitment had been used by organizations to predict desired employee behaviour in the areas of performance, absenteeism and emotional attachment. Theoretically, organizational commitment has three components: Emotional, continuous and normative. The emotional contribution of an employee to the organization is called affective involvement (Xu, 2018). The perceived benefit of sticking in a company as

opposed to quitting it is a continuing commitment. Normal obligation is a responsibility for religious or ethical purposes to stay in an organization. But studies have shown a correlation between ethical behaviour and the organizational engagement of employees (Sibeko, and Barnard, 2020, Pg. 84).

### Task 3

#### **A.C. 3.1 -Transformational leadership and its impact on Eisai's organizational strategy**

Transformational leadership affects the basic behaviours and assumptions of the company and its members, establishing a shared mind-set for achieving the objectives of the company. This style of leadership produces generally more success than transactional management. Although the proof of the transition leader has a major impact on the results, it remains minimal and largely speculative to understand the dynamics by which he or she exercises this power (Goodman and Dingli, 2017). Limited research explicitly examine the causal course of the success impact of transformational leadership by analysing the intermediate influence of the leaders' interpretations of various information- and innovation-related strategic variables. Strategic planning and creativity are crucial processes in today's information society in order to develop, manipulate, renovate and incorporate knowledge processes in new ways in order to create critical competences for increasing leadership efficiency. Leadership is a strategic element that influences creativity and expertise. In comparison to 'transactional' leadership, change leadership stimulates creativity and awareness and creates market performance advantages (Nonaka and Peltokorpi, 2016, Pg. 205). Transformative leaders are charismatic, inspired, inspiring and personalized by their workers. Such leaders promote strong communications infrastructure and a sense of trust that enable knowledge to be transferred on and shared and slack knowledge to be created. The organization is consumed by specific roles and obligations, as well as by the expertise and skills required to effectively absorb implicit, explicit information (i.e. acquire, execute, modify and use). It helps the company to adjust and enhance operational performance to

environmental change. Absorption capacity promotes integrated fields of expertise such as corporate learning and creativity (Xu, 2018).

Transformational leadership also has an effect on ability to absorb. Leadership allows the enhancement of the personal absorption, the creation and design of a management system in keeping with the characteristics features of the organization, increased involvement in research & innovation. Confronted with reality. Transformation leadership also draws on intellectual capital, know-how and expertise. It has a positive impact on learning, challenges current levels to improve organizational creativity and increase performance. A leader who knows all routines and necessary for understanding of organization from which the company absorbs information for profit builds efforts towards the development of potential and absorption capability. Transformation leaders are the key to creating a productive organization through transforming processes (Balaquiot, 2015). It is strategic to create an environment that facilitates organizational performance and the interaction of these disciplines. The leaders' view of organic learning has an impact on their attempts to promote it and to address their internal distrust and external problems. Finally, transformational leadership generally positively affects innovation, which is why the leader's accurate understanding of organizational technology development is essential (Ahmed, Ruma and Shirahada, 2018). Transformational leadership and individualized insight generate various forms of reflection, search for new possibilities or solutions to issues, and use generative, exploratory thinking processes. They help to motivate, inspire and stimulate the needs of higher order that create innovation. They act as templates and guides for sharing an innovation vision.

### **A.C. 3.2 - Transactional leadership and its impact on Eisai's organizational strategy**

Successful leaders build organizational frameworks using their transactional leadership style that identify clearly job roles and responsibility. An organizational leader determines work conditions, establishes reward for salary or incentives, and sets out the laws and rules, and establishes hours, rates of pay and disciplinary action related to non-compliance. By using the transactional leadership style, a leader ensures that if a subordinate meets the contract, the pay and benefits are received as negotiated. In exchange, the leader has the authority to oversee and judge the actions of the employee. When a resource is assigned to a task by the transaction leaders, the resource is responsible for performing it. A transaction leader only congratulates workers for exceeding and achieving standards (Ahmed, Ruma and Shirahada, 2018).

When using the style of transactional leadership, managers presume that the worker is qualified and knowledgeable. They are allowed to penalize the worker if he or she has the competence to accomplish the project if he or she does not successfully complete the work. The implication of transactional leadership is that this conduct appears to lead to failure, if workers lack essential competence to achieve their objectives (Oreg, and Berson, 2019, Pg. 286). Personal responsibility for their own performance and failure works only if workers can and are intrinsically driven to have the requisite training themselves. Only if the output of transactional leaders is above or below expectations. These leaders give appreciation for outstanding conduct and penalty for failing results by handling these exceptions. These structures need a rigid framework of management. Employees recognize the laws and choose to operate under them. This means that only external rewards or punitive punishments such as loss of pay or even termination of employment motivate people (Goodman and Dingli, 2017). As a leader, you are constantly encouraging people to take chances or to explore new solutions. Subordinates obey a straightforward chain of command in an enterprise run through transactional leaders. They do

precisely what their leader tells them to do with their everyday tasks. If workers have accepted contracts, the laws lay down sanctions for not complying with the regulations laid down. Speed and graceful discipline can be (Ahmed, Ruma and Shirahada, 2018). Employees of organizations with a management system of this kind recognize that their managers have absolute control over their jobs and results. Transaction leaders suggest what to do to their subordinates. Rules and regulations illustrate the steps necessary under defined methodologies for production process. That does not mean any deviation. Transactional leadership appears to work well in routine activities that need little training and experience. It will not work in an environment that needs imagination, staff effort and innovation (Xu, 2018).

Expert leaders who employ a transactional leadership style can function well when a company has to change and move quickly. Pacesetter lays down high expectations and is unable to delegate. A transactional leader will subvert his team with unattainable demands for perfection, leading to a decline. A boss who has a leadership style of coaching helps workers recognize their strengths and weaknesses (Goodman and Dingli, 2017). It helps employees to set and accomplish targets by providing them with daily input to enhance their results. This style fits well for workers who recognize and want to better their efficiency.

### **A.C. 3.3 - Situational leadership and its impact on Eisai's organizational strategy**

Leaders act as role models that shape the organization as well as its people's environment, beliefs, thoughts and behaviour. Leaders' style of leadership strongly affects the workplace's efficiency and productivity. The Leadership Situation model allows managers to make use of their management style flexible depending on the situation and to produce successful results. Two things have an effect on the motivational level of the organization, at the middle

management level where leaders are in direct contact with individuals and at high management level, where leaders have responsibility for a variety of people. Situational leadership is particularly important as teams work together in various roles and environments. In these cases, team members can be geographically isolated from the leaders and the working circumstances may change quickly, and it becomes crucial to retain team members' commitment and morale levels in such cases. The style that the leader needs to select can be specific to each team to build a high-performing team that functions effectively. In addition, a leader needs to give people a vision; it is his aspirations that help them guide and guide their efforts. In modern times where developments in organizations are gradual, situational leaders need to be well aware of the best way to function and often use a mix of styles for effectively addressing problems. The initial method must be marketing, for example for a new change, where people are notified the change, and the next step is explaining, where the individuals must be taught how the change will occur. As the transition begins and people accept it, they will become interested in this style of leadership, where the people will collaborate and move it forward. Once the change will now be taken up by someone, the last change can be assigned (Goodman and Dingli, 2017). Every leaders' ultimate goal is to reach a stage where they can comfortably allocate resources without worrying about their completion or effectiveness. Situational leadership often takes on a role as leaders are to serve their subordinates as role models. Telling, selling, engaging and delegating are the learning methods of the substitute. Some employees learn when they know what to do, others learn when they know how important the job is, some when they know how to do it, and eventually when they can actually do it. When a leader serves as a mentor, he/she must remember what works most well for the coach and the assumption that what works for one will not work for the other (Xu, 2018). In the organizational setting, a manager is not only a superior

to his subordinate team, but his leader as well. It is important to ensure that, as a manager, the subordinates work together as a team in order to achieve departmental or operational objectives and that the manager takes up the responsibility as a leader when a problem occurs. It is the manager's leadership style, which in a certain way leads to such a scenario. Each team has various levels of skill and dedication to their work, some are pro-active and others have to be driven (Oreg, and Berson, 2019, Pg. 301)

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