What Are the Essential Competencies of a Strategic Leader to Lead the Change within a Telecommunication Mobile Operator in Egypt?

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EXECUTIVE SUMMARY

In this current complex, changing and very competitive environment, the use of traditional management methods are not applicable and strategic leadership has arisen as an administrative way to create competitive advantages in order for organizations to gain an edge over others. In this paper, we present a set of skills and competencies which are evidence of those who have the leadership in the ICT industry in Egypt in the next phase. This study aims to identify what essential competencies of a strategic leader are needed to lead change, according to the employees of a Telecommunication Mobile operator in Egypt. A single cross-sectional descriptive research design was used. A random sample of 100 employees in different managerial positions (staff level, middle management and top management level) was selected from one of the Telecommunication Mobile operators in Egypt. Data was collected through a questionnaire that consists of Structured Questions related to the position of the subjects and five level rating scales adopted from a readymade questionnaire were used. The results of the study revealed that 77% of employees were for the Risk Taker leadership skill as the top essential leadership skill in times of change and 75% chose Team Message, followed by Creativity and Innovation, Optimism and Reality and Vision and Quick Victories with 73%, 67% and 56% respectively, while Stamina leadership skill came last by 31%. Moreover, this paper resulted in no statistical significant differences between the managerial level and the choice of the critical leadership skills in times of change in a mobile telecom operator in Egypt. To mitigate the turbulent times of change, this study suggested some actions organizations can take into consideration, in addition to recommending the main roles of a strategic leader during times of uncertainty.

Keywords: Leadership, Critical Skills, Strategic Leadership, Strategic Leader, Essential Competencies, Change.