

OPPORTUNITIES AND INDICATORS FOR STRATEGIC DEVELOPMENT OF LEADERSHIP IN MOBILE OPERATORS

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Abstract: *This publication is about the issue of mobile operators, the social climate and effective interaction between human resources by identifying opportunities and indicators for the strategic development of leadership. The goal is to achieve optimal results from people work together by designing an appropriate strategy to influence leaders on the talent and work of followers.*

Keywords: *Strategy, Leadership, Opportunities, Indicators, Mobile operators.*

ITHEA Keywords: *J.1 Administrative Data Processing: Business*

Introduction

The modern business is dynamic, and the accelerated technology development is an objective process that requires flexible adaptation to environmental factors - external and internal. This is typical for mobile operators that operate and develop in a turbulent business environment. This process requires two fundamental strategies. On the one hand, to respond to competition in the industry, mobile operators need to develop a portfolio of strategic initiatives. They are aimed at attracting and satisfying customer needs, developing a system of diverse services, introducing new concepts, refining and reengineering business processes. On the other hand, mobile operators should optimize work and achieve optimal performance in services that require highly skilled human resources. But this is not a sufficient condition for competitiveness, people's work also depends on other factors and indicators that determine the outcome of work, motivation and making adequate and timely solutions in different situations. In order to optimize the work and social climate of human resources in mobile operators, strategic leadership development is needed to synchronize internal business processes and determine their direction of sustainable development [Темелкова, 2017]. In this sense, the publication aims to offer some opportunities and indicators for the strategic development of leadership through a methodological framework defining the correlation between the vision, the strategy and the organizational values of the mobile operators and the activities of the human resources.

Methodological framework for strategic development of leadership in mobile operators

In order to create the necessary conditions for the strategic development of the leadership in the mobile operators it is necessary to design a methodological framework for this purpose, taking into account the opportunities and the indicators. This requires consideration of interrelated components that determine the success of the methodology that covers the following areas for strategic leadership development:

1. *Vision suitable for mobile operators*

The mobile operators operate in a specific sector that requires them to design a market-friendly vision. It will depend on their priorities, intentions and resources, which must ensure their sustainable development over a long period of time. In order to design an effective system of strategic leadership, the leadership of mobile operators must take into account its specifics in terms of work - objectives and tasks of implementation, as well as its engagement with all stakeholders (clients, partners, investors, human resources etc.) [Kriger, Zhovtobryukh, 2016, Dimcheva, 2016]. Since the vision is a part of people's activity for a specific period of time, mobile operators should determine whether it is in line with the competencies, perceptions and attitudes of human resources. The strategic development of leadership necessarily imposes on the leadership of mobile operators to synchronize what needs to be achieved with what human resources perceive for granted. In other words, people need to be convinced of the benefits and priorities that the leadership of mobile operators will develop and, most importantly, understand how to follow them [Adair, 2010]. This is an important part of the strategic development of leadership that can be realized through effective communication between stakeholders, accurate and clear formulation of the priority areas and their reduction to all stakeholders is the business process of the mobile operators. *Some indicators that are taken into account when designing the vision are as follows:*

- Identifying resources and opportunities for strategic development;
- Identifying and stimulating people's leadership potential;
- Synchronize objectives, tasks and methods for their implementation;
- Personal planning of leaders and teams;
- Timely and reliable information on upcoming initiatives;
- Creating the right conditions for future leadership development;
- Linking priorities to documents, guidelines, manuals, etc.

2. Appropriate for the mobile operators strategy

The mobile operators must implement a strategy that will provide them with a competitive edge on the market and increase the efficiency of service businesses. This is a difficult process that requires mobile operators to focus on all aspects that add business value and optimize business processes over the long run. The strategic development of leadership requires that a strategy be developed that develops it, but at the same time it is related to the business strategy of the mobile operators so that it builds a service business. Major initiatives in this regard are ignoring the weaknesses in mobile operators' business, seeking opportunities to mitigate threats, optimizing the benefits and chances of entering new markets, attracting customers, and optimizing internal business processes [Hughes, Beatty, Dinwoodie, 2014, Dimcheva, 2014, Otsetova, 2017(a)]. *Some indicators that are taken into account when designing the strategy are as follows:*

- Determination on the key performance indicators of the service business;
- Identification of Critical Indicators of Business Services;
- Opportunities to optimize inefficient business processes and practices;
- Attract new customers and satisfy the requirements of existing ones;
- Developing strategies for opposing competitors;
- Linking the objectives, competences and results of human resources activities;
- Improving the quality of services, etc.

3. Appropriate organizational values for mobile operators

The strategic development of leadership in mobile operators cannot be achieved without appropriate organizational values. They define the direction, the style of management and the decisions taken by leaders and their teams in the operation of mobile operators. Organizational values are an extremely important element of strategic leadership development because they show human resources what is right or wrong in defining management policy and decision-making in mobile operators [Glanz, 2005, Otsetova, 2017(b)]. Strong organizational values are a prerequisite for ethical practices and good social relationships between people. In order to have an optimal level of strategic development of leadership in mobile operators, it is necessary to reconcile personal with organizational values, ignore banality and corrupt practices, build a climate of trust and support in favor of common goals and shared values [Singh, Useem, 2016]. *Some indicators that are taken into account when designing organizational values are as follows:*

- Determination the level of organizational culture;
- Determination of the factors related to the influence of the organizational culture;
- Defining the appropriate typology of organizational culture;
- Defining the limits in the use of organizational culture;
- Defining subcultures;
- Determination of ethical norms and practices of behavior;
- Positive perception of the elements of the organizational culture;
- Opportunities to change organizational culture, etc.

4. Integration of the human resources into work and provision of resources

The mobile operators cannot achieve strategic development in leadership if they do not integrate human resources at all levels in the service business. A flexible strategy is needed to optimize human potential, stimulate people's activity and competence, motivate them to achieve personal and team results. For this purpose, various initiatives by the mobile operators' leadership, which are oriented towards the career development of the human factor, the social relations and the responsibility towards the assigned tasks, are required [Темелкова, Колев, 2017, Kolev, 2017]. However, this is not a requirement for an optimal performance because people need resources to use to achieve the goals. The information and other resources (financial, technological, etc.) are important to mobile operators because they provide them with a competitive advantage, but in order to be effectively utilized, skilled and experienced human resources are needed. It is a kind of symbiosis between intellect and workflow capabilities that are connected in modern business and difficult to co-ordinate [Cannella, Finkelstain, Hambrick, 2010]. That is why the strategic development of leadership in mobile operators aims to ensure and synchronize the work of people with optimal use of the resources. *Some indicators that are taken into account when integrating human resources into work and resource provision are as follows:*

- Identifying and conducting the training needed for people;
- Personal and team training;
- Stimulating career development, knowledge and talent of people;
- Implementing adequate motivation mechanisms;
- Work-related individual and team rewards;
- Organizing regular meetings for debating problems;

- Overcoming resistance to organizational changes;
- Identification of the resources supporting implementation of the objectives and tasks;
- Implementation of good organizational practices;
- Support from top management and others.

Conclusions

The mobile operators must respond adequately to the impact of the business environment which is dynamic, unpredictable and requires a rapid response to adaptation. In order to achieve competitive advantage, work efficiency and decision-making, the mobile operators implement strategic leadership. It is a set of strategic initiatives and business practices that enable successful reconciliation of vision, strategy, organizational values and human resources. Their optimal design and interaction will also depend on their positive application in mobile operators.

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