

Literature Review

The Strategist: Be the Leader Your Business Needs is a book written by Cynthia Montgomery. She is an experienced business teacher who has been working in different business institutions. Montgomery has also dealt with numerous diversified organizations where she has acquired a lot of knowledge regarding business management. In the book, Cynthia Montgomery encourages the leaders to view a strategy as a frame of the brain that needs to be cultivated. She argues that strategies should not be taken as plans to execute. She defines the strategy, its importance and measures required to lead the effort. She portrays the strategy as one of the most important tools for every leader. According to the author, the strategy is vital for shaping an organization. When the firm management or business owner focuses on strategies as the main frames and work for them, the business will succeed. The central lesson that Cynthia Montgomery intends to teach in this book is that strategy is a framework that is easy to understand, but is quite rigorous. She teaches that strategies are the basic guides to success of an organization.

Montgomery shares her experience with readers trying to reach business owners and executives. She assists leaders to acquire the sensibility and skills they require to become strategists. Montgomery argues that it is a problematic role; however, a leader is the one expected to matter. In the book, the author argues that strategies should be driven from the top office of an organization. Moreover, this task cannot be left to a single department such as consultants or the strategic planning department of an organization. On the contrary, implementing and developing strategies is one of the basic jobs that should be done by the CEO of an organization. However, a strategy is of no importance if an effective implementation is not done. Management of an organization should come up with a new strategy, discuss on how to implement it and make sure that effective implementation is done.

Montgomery also argues that there must be a compelling purpose in an organization. In her opinion, this is a defined mission that explains the roles of a company, methods and tactics used in this company and its set goals. As a result, this gives the direction of the company and expectations that employees, customers and suppliers are supposed to follow in respect to the set strategies. Rebranding strategy is another policy discussed by Montgomery in her book. She argues that the traditional planning strategies need to be reviewed to adopt modern strategies which are based on research. The success of an organization is reached through analyzing of an organization's competitive advantage and dynamics. The management of an organization should take an outstanding position that is resistant to competition and other external forces. The achievement of an organization is derived from cultivating the assets and capabilities of the employees in the organization. Thinking and creativity should be combined with implementation of each strategy that is suggested in an organization. In this book, Montgomery stresses the importance of actions and attitudes towards implementation of new strategies in an organization. Positive attitude and active contribution in an organization lead to the implementation of new strategies that are important to the growth of an organization. According to Montgomery, a strategist is not an analyst of resources, or position. He is not a person who is adaptive or one who responds in a reactive way to the notions of fate. A strategist is a person who gets in conversations regarding the purpose of an organization. An organization falls or rises depending on the value of that conversation and how it is used in decision making.

Montgomery writes in her book that for every organization to be successful, some strategies must be put in place. The first one is to combine the position and resources of an organization while implementing any strategy. Management and entrepreneurship duties should be put in the same discipline that is charged with the responsibility of realizing and identifying

the purpose of an organization. Every idea that is based on creativity of mind must be cultivated to end up in giving an effective strategy. In addition, the strategy should be adapted to the complexity of the organization in relation to the modern world. The leadership of each organization should be committed to its work, especially in initiating and implementing new plans and strategies.

According to Montgomery, it is not only integration amid setting and resource built views of policies that are needed. Strategy is something more essential than these elements in all organizations. What is needed is integration amid profoundly diverse views on people's reality and nature. In reference to the experience Montgomery has acquired when working in various institutions combined with the knowledge she has got during her teaching career, she urges her readers to become strategists. In her critiques, Montgomery states that all effective end results of an organization are based on strategies. Therefore, all business managers should be strategists. The book *The Strategist: Be the Leader Your Business Needs* challenges and supports the leader to create unique business organizations on the basis of strategy. With the use of real stories that Montgomery had encountered in her career, she gives evident details to enhance the readers' understanding. Strategy gives a fundamentally new perception of a leader's most important duty. Montgomery targets business owners, as well as senior executives of business organizations worldwide. She challenges them to become strategists to be able to run an organization in an effective way. She argues that while rating the success of every organization, the role of a strategist cannot be left behind. Montgomery stimulates the leaders of business organizations to be the owners, creators as well as outgoing stewards of the organization strategy. In her book, Montgomery has used her teaching experience to show an example of effective strategies in execution and purpose.

The Strategist: Be the Leader Your Business Needs, as written by Montgomery, is an important asset in the future business management. All scholars who have got acquainted with this book have a privilege to study the essential strategies in management. The book equips the future managers with the best methods of management that can bring success to business organizations when implemented. The evidence in this book is acquired through experience and practical work examples from successful institutions. As a result, if the future leaders put into practice what they study from this book, there will be a successful business institution which foundation will be based on strategies. Different from other books, Montgomery's book explains simple and applicable theories that can be used by all business owners, as well as managers without necessarily hiring a specialist. The future managers will be able to minimize the cost of production through implementation of strategy in organizations. However, this book explains the importance of strategy over division of departments. As suggested by Montgomery, coming up with new strategies is not a responsibility of a single department in an organization. According to the author, all strategies initiated by employees should be put into consideration. Consequently, the future management would be put into a better position of acquiring useful information that can lead to growth and development of business organizations. At the same time, creativity and innovation within business organizations will be promoted, which will lead to a better institution that is growing and developing. As a result, economic and industrial development will occur.