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Special Issue:

**A systematic analysis of strategic
planning key success factors and its
required professional skills:
Case study of Abu Dhabi Police GHQ**

Abdulla Rashed Al Darmaki

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Editorial



its required personal skills on a case study of the

The current issue of the International Journal of Sales, Retail and Marketing is once more dedicated to the special issue relating to the Systematic analysis of strategic planning of key success factors and

Abu Dhabi Police GHQ. It is a doctoral research topic of Ph.D. Scholar Al Abdulla Rashed Darmaki from the Leeds Beckett University who presents his research in this special issue.

Thank you for taking interest in publishing and reading The International Journal of Sales, Retailing and Marketing. We hope it will be a valuable help in your professional and academic advancement.

Editor,

A handwritten signature in blue ink that reads "M. Palić". The signature is written in a cursive style.

Professor Mirko Palić, Ph.D.

A SYSTEMATIC ANALYSIS OF STRATEGIC PLANNING KEY SUCCESS FACTORS AND ITS REQUIRED PROFESSIONAL SKILLS - CASE STUDY OF ABU DHABI POLICE GHQ

Abdulla Rashed Al Darmaki

Abstract

The main aim of the study is to improve the understanding of key success factors related to the strategic planning implementation and the professional skills required and analyze the impact of professional skills on improving the performance of Abu Dhabi Police GHQ, UAE in strategic planning practices. This chapter is organised into 5 sections such as the background; problem statement; aims and objectives of the study; along with the research questions that is relevant to the title of the study, and finally, the significance and the contribution of the current study as well as the gaps in the previous research. It is noteworthy to point that this chapter will introduce the overall thesis and the main study aspects of the current research.

Key words: Strategic planning; Key success factor; Abu Dhabi Police; Professional skills.

Paper Category: Introduction & background of study

Background of Study

Over the past two decades, the economic conditions of the UAE have changed and the country has seen a tremendous growth and transformation from a sleepy desert to the commanding, awe-inspiring futuristic regional hub of business and culture that we know today. This huge transformation was possible due to strategic planning and implementation of the strategies in addition to the huge amount of investment (Publications, 2009: 32). Since its formation in 1971, the UAE has enjoyed political stability and economic growth. In 2010, the UAE's economic growth was approximately 3.2 %, with an inflation rate of 1.56 % in 2009. UAE's oil and gas reserves were reported to be approximately 10% and 4%, respectively, and they are estimated to last for more than 122 years, states Rushdi and Kamal (2011).

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The UAE's development in the Gulf region is not attributed to oil and gas reserves alone, but to open and forward-thinking government, and willingness to experiment with innovative management practices and development models resulting in an effective diversification of its economy. With the influx of multinational companies, there is a growing competition between domestic and foreign companies in a relatively small UAE market. Such instance has made companies intensely productivity conscious, states Siddique (2004). Another reason why diversification is the need of the hour in UAE as well as other Gulf countries is finite oil resources. Moreover, the demand for oil has fluctuated over the years causing fluctuations in oil prices as well. Therefore, low revenues from oil have made diversification a political priority. Due to too much of reliance on oil revenues, it was necessary to create political strategies for economic diversification (Hvidt, 2013: 5). However, organisations today are

facing the challenge. More often than not, the organisations whether they are public sector or private sector fail to translate their mission into goals that are achievable and they remain superficial in their translation, and thus, the goals which are not set properly are never achieved. Therefore, it is important to plan the strategies and translate the grand vision into short term and long term objectives. Moreover, every now and then, the leadership fails to recognise the importance of having a simple, clear, concise strategy statement that everyone can internalise and use as a reference for making difficult decisions. In public sector, organisations with regulatory environment, strategy statement is all the more important to achieve a unified and aligned sense of purpose, direction, and accomplishment along with a platform for discussion, debate, and decision making. Thus, it is important for leaders in public sector organisations to have a clear understanding of the operating environment, defining goals and objectives, knowing the high-priority tasks, assessing priorities and key challenges, and identifying metrics and action plans for future (Greg Pulaski, 2013).

Problem Statement

Strategy involves planning for the future taking into consideration the pattern from the past. Strategic planning enables an organisation to match its internal resources and competencies or skills with the opportunities and risks created by its external environment. Strategy is the long-term direction of an organisation within a changing environment. The extent to which decision-makers look into the future and change their plans is represented by strategic planning and formulation. However, the most important step is the strategy execution task, which is the most complicated and time-consuming part of strategic management. Strategy execution or implementation is hands-on operation and calls for executive leadership and key managerial skills (Gottschalk & Gudmundsen, 2008). Almost all the successful organisations use strategic planning as a tool to achieve success, states Mansor and Tayib (2012: 20). It is difficult to imagine an organisation that can thrive or even survive without carefully creating and then implementing a long-term plan. When

performed deliberately, strategic planning can achieve three primary objectives, says Mazdeha et al., (2011: 158). First, organisational goals concerning what an organisation wants to achieve can be clearly defined during the planning process; second, a well-developed plan usually entails the formation of a detailed process for achieving important goals; and third, a fixture of many publicly administered organisations including those affiliated with law enforcement agencies such as police department (Abadžić et al., 2012). Not surprisingly, law enforcement agencies across the different nations claim that they have adopted a variety of strategic planning processes.

In the police service, strategy implementation is more important because failure to carry out strategy can cause lost opportunities and reluctance among police officers for strategic planning. Lack of implementation also creates problems in maintaining priorities and reaching organisational goals. Yet, strategy implementation suffers from a general lack of academic attention (Gottschalk & Gudmundsen, 2008). In order to be successful in implementation, the focus should be on the core skills because they link the strategic thinking with the execution of the strategy. When it comes to UAE and Abu Dhabi, the jobs created in service sectors demand significant knowledge content and this underscores the need for high level of education which is most important to inculcate the core skills (Hvidt, 2013). When it comes to the core skills of the police department, it is important to understand the types of professional skills needed by the officers to perform their job well and meet the changing demands of the citizens.

Professional Skills Evaluation and Strategic Planning

Most of the organisations do not evaluate the skills of their employees and thus fail to take any action to improve any deficiencies in the skills as well as the job behaviour. Thus, it is important to regularly conduct job evaluation in order to have a better knowledge about employees' strengths and limitations. Regular job analysis can help organisations in creating a proper infrastructure by defining the tasks to be performed as well as the timelines for performing them. This gives an idea to employees about their own contribution

towards the achievement of organisational goals. A proactive job analysis also offers a useful opportunity to assess the physical and social context of work (Siddique, 2004), which is important for the success of strategic planning. In order to improve the performance of police officers, it is important that police officers understand the importance of both the technical capabilities and interpersonal skills. Effective policing occurs when officers and members of the public partner to create safe and crime-free communities. Thus, the officers should receive training on how to interact effectively with the public. A well-established law enforcement agency must train and evaluate all recruits for their technical abilities, but very few agencies take efforts to train and evaluate officers' interpersonal skills (McDermott & Diana Hulse, 2012).

It is also important to point that before evaluating the skills or even recognising the skills deficiency in an organisation, it is important to understand the professional skills needed. Hassan (2010) has compiled a broad range of professional skills needed for success in the strategy implementation. These skills include communication skills, flexible and adaptable, energy level, ability to synthesize, work ethic, honesty and integrity, initiative, self-confidence, listening skills, problem solving ability etc., (Hassan, 2010). Creating and improving the consistency between professional skills and strategic planning practices in general, and applying initiatives in particular, on one hand, and challenges, threats in the environment, on the other hand, affects the organisational performance towards achieving its objectives. The performance depends on the professional skills, knowledge, and motivation of individual employees (Guo, 2009: 92). In that context, organisational performance is the actual conducting of activities to meet responsibilities according to standards.

In a study conducted on the British Police, it was asserted that investigation of a crime is seen as a process of assembling knowledge and citizens view police officers as knowledge workers and police officers need to deal with the information and interactions with people. Therefore, the success of police officers is determined by variety of factors, such as the skills and education, in addition to the occupational

culture, which affects their performance by exerting a strong influence in knowledge sharing as well as (Gottschalk & Gudmundsen, 2008). While developing knowledge and skills, it is important to understand that police officers work with a huge amount of information, and thus, they need vast amount of knowledge to carry out their normal duty while they come into in the course of their work which is huge and astounding. This and the vast knowledge duties, police officers have to be knowledge workers and be proficient in accessing, assimilating, and use knowledge effectively. Given the rise in information technology across all the government departments, knowledge management should be complemented by the enhanced skills, equipment, and empowerment given to the officers that will enable them to perform their duties at an optimal level, states Gottschalk and Holgersson (2006). Thus, it is important for police officers to be vigilant of the changes taking place not only in the emerging technology, but also the external forces that demand higher levels of skills. In fact, the new police officers as well as the old ones are required to adjust to the traditional norms as well as meet the needs of change and innovation demanded by the profession (Wood & Tong, 2009).

For this reason, it is important to understand the professional skills that are needed by the employees to make the strategic planning process a success. There may be tons of research studies in the private sector organisations, but the public sector research especially in police department is limited both in scope as well as the nature. The reason the current study is significance is that it involves the systematic analysis of the factors that are important in implementing the strategies successfully. In addition to that, the professional skills that are needed by the police personnel to execute the strategies effectively are also studied. Considering the duties of the police officers and the operational focus of the police department, it is easy to prioritise short-term operational needs over longer-term institutional learning requirements. There has been limited attention given to the long term learning needs of police officers who need certain degree of training and education to deliver better and professional services. Although, initial police training is

provided, but looking at the external changes, the need for continuous learning and training of police officers emerge from time to time. Thus, the organisations that consider training of police officers in strategic planning and implementation and professional skills are going to achieve success in their mission and vision (Wood & Tong, 2009). The needs of society and citizens are changing with the change in the external environment. Thus, a police officer needs to use preventive policing as a tool to curb the potential crimes while keeping an eye on the potential threats as well. In the light of this changing situation, it is important to understand the professional skills required by policemen to serve their jobs well. When it comes to the social skills, communication with the public is the most important skill. Communicating with the public by different means of communication such as the media and the Internet offers benefits for both the police and the public. The advanced communication using the social media and the Internet allows police officers to get to the complaints of the public. On the other hand, it teaches the public about the services and facilities provided by the police (Abdulla, 2007). Thus, all the police officers should be well-versed in communicating using information technology and the advanced means of communication. It is important to evaluate their skills and provide training if the government has to achieve the mission.

Furthermore, when it comes to developing professional skills, the debate about skills deficiencies has largely been from the practitioners' perspective in that the emphasis has been on setting out lists of skills required in order to deliver government policy rather than the need of the citizens. However, relatively little attention has been paid on how learning takes place, or how skills are acquired and transferred between practitioners, and which forms of learning are most effective in a complex organisational framework and the rapidly changing policy context in the public services. More often than not, the term skills are not clearly defined in that it is often used interchangeably with capabilities, competences and attributes (Bailey, 2005).

Thus, due to lack of conceptual framework, the professional skills needed by public services agents especially police officers has remained an

under-researched area. In general, there is an absence of strategic purpose or a significant human resources problem such as poor practice skills. Education implies the development of a broad; the understanding of a subject which might include acquiring specific skills, whereas training suggests a more limited acquisition of particular knowledge and skills relevant to practice. Capacity building is usually applied to the process whereby participants acquire specific skills to enable them to complete the project successfully. And when it comes to police departments in the UAE, the human considerations are highly regarded, and goodness of humanity is the most important task and people come prior to place, states Abdulla (2007: 82). Given the fast pace and increasing activities of crime and terrorism across the globe, the police professions are growing exponentially both in terms of the performance as well as the use of techniques and practices in controlling the crime. Hence, everyone working feels, endlessly, challenged by evil forces which have to be terminated. Thus, the advanced training in strategy implementation not only increases the success rate but also helps control the crime, largely.

Looking at the needs of strategic planning for government entities, the Ministry of Interior (MOI), UAE, has prepared training programs for their employees, especially those who work in the strategic planning departments. These programs provide the learners with methods and techniques to assess the development of their own professional skills required to achieve strategic goals, in order to support the achievement of strategic direction (Abu Dhabi Police, 2013). In other words, effective strategic planning involves looking beyond the present and taking a long-term, holistic look at the current careers, not only in the field of strategic management, but also in the field of preparation of qualified staff, according to the specifications that are consistent with GHQ of Abu Dhabi Police work environment and check the appropriate application and effectiveness in the field of strategic planning in order to achieve goals.

Since the year of 2005, GHQ of Abu Dhabi Police started the implementation of strategic planning in its policing activities to reach their goals, and

strive towards achieving its mission and vision (Abu Dhabi Police, 2013).

Strategic Planning and Organisational Performance

Over the years, many researchers have focused on the linkage between the strategic planning and the organisational performance. In fact, the strategic planning has become a tool for achieving the desired level of performance. However, researchers like Abadžić et al., (2012); Mansor and Tayib (2012) have suggested in their studies that the strategic planning is associated with achieving formulated objectives towards better performance. Additionally, much of the research on public sector strategy concluded that true strategic behaviour, in which managers prospectively directed their organisations toward desired goals, was possible in the public sector, but was very rare. There are several challenges such as policies, administrative systems which are often rule bound and highly politicized institutional environments that limit the discretion of managers necessary to develop and execute the strategy. With the change in time the practice of formulating and executing public sector strategy has undergone sea changes. The context and practice of strategizing have evolved in ways that potentially enhance the effectiveness of decision making and planning. Due to the increased access to information and information technology, the managers and others involved in public sector organisations need increased discretion to act on the information. While the organisations are allowing greater flexibility to the public service agents to use and act on the information, the scholars and practitioners have paid little attention to the development of cognitive framework involving strategic ways of thinking rather than the rules. The theories of strategies are still rooted in the competition rather than using the huge amount of data and information as a resource. Many public sector organisations operate in competitive environments, but certainly not all of them. Thus, the next step in the advancement of public sector strategy is to study public sector strategy as a field of study and a key management function where the information should be used to guide decision making and planning rather than following the old theories. Thus, the future depends on the

use of information as a strategy and in decision making (Brown, 2010). In order to make strategy more meaningful, it is important to move beyond strategic planning to the broader process of strategic management across the organisation. For a public service agency, involving in strategic management process requires formulating the overall strategic agenda on a continuous basis rather than ad-hoc basis. It is therefore important to see if the strategies are implemented as effectively as they are formulated. A more holistic approach to strategy planning is needed with a paradigm shift from measuring the performance to managing the performance of employees. Organisations especially public sector agencies need to focus proactively on achieving strategic goals and objectives. Finally, agencies will need to link their strategic management and ongoing performance management processes more closely (Poister, 2010). Considering the relationship between the planning and performance, there is an immediate need for managing the performance of all the employees with an aim to improve the performance and impart professional skills and this makes the task of strategic planning critical in public sector. The bottom-line is not the monitoring of performance or measuring the performance but improvement in the overall performance of public agencies. However, setting performance targets is not enough especially in public services where delivering public service is more important than meeting the daily operational targets. Although performance monitoring has a significant impact on the role and purpose of management within the sector, yet the effectiveness of public services should not be overlooked. The commitment to improved performance should match with the greater good of the public (Loveday, 2006). Although, much has been written recently about the relationship between skills and strategies, and strategies and performance, very little theoretical work has been done regarding the analysis of the relationship between required skills towards the existing consistence between strategies and performance (Hassan, 2010) and the effects of the professional skills and performance. According to Guo (2009: 93), it was mentioned in the study that Human Resources Management (HRM) can improve

organisational performance by increasing employees' skills and abilities, and promoting positive attitudes and increasing motivation. Furthermore, the Abu Dhabi Police of United Arab Emirates (UAE) published a 3 year strategic plan for the police for the year 2011-2013 (Abu Dhabi Police, 2013). The Abu Dhabi Police of UAE is committed to following best practices in strategic planning for police department, and covets the accepted principles regarding the dynamic nature of strategic plans (Abu Dhabi Police, 2013). It is through the ongoing development, research, and support of the strategic plan that the Abu Dhabi Police can move forward in a concerted effort to provide the best overall service and accomplish its goals. The staffs' practicing the strategic planning usually faces many challenges (Thai, 2005; Mansor & Tayib, 2012). And the challenges differ among departments and sections within the administrative structures of the Ministry of Interior (MOI), UAE, but there are a number of challenges. For examples, the departments faced a challenging cultural of change, and ethical environment.

Performance Management in Public Sector

Some researchers have discussed the theoretical and empirical relationships between strategic planning and performance or performance management in relation to both the private and public sector. The general view of the researchers signals that a high level of strategic planning leads to a high level of profit performance. The research over the years has found a positive correlation between strategic planning and organisational performance. However, the relationship depends on contextual factors faced by the organisation as well as the method used in the study.

Various researchers have explored the different effects of strategic planning on firm performance in the context of various factors that affect the performance such as firm size, capital intensity in the company and turbulence in the market. Environment and organisational factors have a huge impact on the relationship between strategic planning and performance. Research on the effects of strategic planning or management on organisational performance in the private sector has primarily been based on empirical data analysis, but few studies have empirically

examined this relationship in the public sector (Sa, 2013). There are various differences in private sector and public agencies at different levels and these impacts the relationship between the organisational performance and the strategic planning process. Practitioners need to choose the strategic frameworks carefully before implementing the strategies. Although, strategic planning tools are used often in private sector, some strategic tools and frameworks are equally applicable to the public sector. However, the differing imperatives within private and public sectors will result in contextual adaptation in order to be useful and applicable (Williams & Lewis, 2008).

The strategic planning enables organisations to evaluate their current strategies in terms of the future goals. With the help of proper strategic planning the strategies can be changed in order to meet the goals and achieve success. The central focus of strategic planning is to develop congruence between the organisation's activities and the demands of the surrounding environment (Gantt, 2010). The relationship between the organisation performance and strategies in the competitive, dynamic environment has been the subject of several studies in business policy. Evidence from all of the previous studies indicates the relationship between organisation performance and strategies, while others emphasize the competitive position and, in addition, the way of directing decisions, as well as the importance of environmental factors and its role in strategies formulation that affect performance. However, the strategic planning is different in public sector than the private sector. The complex structure of public sector organisations is partly due to the multiplicity of stakeholders whose diverse demands need to be met in order to be successful and the overly bureaucratic systems and processes to gather and report data (Williams & Lewis, 2008). This makes the strategy implementation all the more difficult. Thus, any model or framework which is successful in private sector may not be replicated in public sector. Therefore, a model that works for strategic planning and performance management in public agencies should be considered for public sector organisations. Thus, the current study focuses on the strategic planning process and the critical

success factors in Abu Dhabi Police, which is a government organisation. The distinctive differences between private and public organisations are due to contextual factors such as environmental, transactional, and organisational factors. In another study, researchers have contended that public sector has some constraints that affect the strategic management process. Managers in the public sector would benefit from a perception of these differences and the ability to apply more efficient private sector strategic planning and management approaches (Sa, 2013). Therefore, the researcher has planned to develop a conceptual framework which will be analysed further by testing the research hypothesis presented later in this chapter. The framework studies the relationship between professional skills and strategic planning and their combined impact on performance management, which is an important contribution of this thesis. The framework also studies the key success factors of strategy implementation and the researcher contends that critical success factors are extremely important for the successful implementation of strategies in any organisation especially the public sector organisations. Thus, before understanding the challenges in adaptation of strategic tools in public sector, it is important to understand the factors that hinder the performance and achievement of goals. First of all, the goals and for that matter the performance of employees is not easily quantifiable and measurable in the public sector. This hinders the performance monitoring and managing. Secondly, external environmental factors such as the influence of various interest groups on strategic planning and management. These external factors may explain why few studies have empirically examined the relationship between strategic planning and performance in the public sector. Some researchers have found that the participants' satisfaction with the strategic planning and implementation process influences the relationship between the organisational performance and strategic planning. The research conducted by Hendrick (2003) presents a theoretical framework for studying strategic planning in the public sector that merges research on planning in the private sector and research on the differences between public and

private organisations. The thesis identifies a set of variables relevant to this framework and measures these variables for fourteen departments within the City of Milwaukee using a wide range of survey questions that were tested and implemented in extensive interviews. Additionally, Hendrick (2003) finds that particular strategic planning processes, including communication, monitoring, and coordination show a positive relationship with organisational performance and also the level of goal congruence influences both the planning process and performance (Hendrick, 2003). Performance measurement systems is often linked to the strategic management process in the public sector in that it provides the answers to the questions whether agreed-upon strategies are implemented properly. Performance management system help connect the missions, goals and vision of an organisation with success in creating public value in a cost effective manner. Thus, the researchers have hypothesized that an agency possessing a higher level of well-functioning strategic planning/management components is likely to have a more developed performance management system. However, the linkage between strategic planning components and performance management system may differ in different organisations (Sa, 2013). Police plays the role of prevention and control the crime and evil forces. The police should not be passive towards the society it is supposed to preserve. Therefore, the police officers must come up with brand new precautionary tools and techniques to maintain a stable and peaceful society. Preventive policing is an effective means to providing safety and maintaining stability in the country. In addition, it is the least expensive kind of policing. Thus, a careful eye on potential threats goes a long way in preventing crime and uprooting it while dealing with the short term problems (Abdulla, 2007). Therefore, a systematic study of how the strategic planning should be carried out and what are the factors that affect the success of a strategic planning process within the public sector organisation is important. At the same time, it is equally important to understand the professional skills needed by the managers to carry out the strategic planning mission and effectively translate the vision into the goals and

objectives. The need for improved implementation of strategies in law enforcement and policing has been emphasised by both scholars and practitioners. But, the current study underscored and analysed the professional skills needed to make the strategic planning and implementation of strategies a successful venture in the Policing department of Abu Dhabi. Thus it is important for police officers to possess some professional skills in order to be successful in success planning and implementation.

Information Technology (IT) and Strategic Planning

With the advent of e-services and adoption of information technology by service organisations, the need for advanced computer-based Enterprise Resource Planning (ERP) systems have emerged over the past two decades. The use of computer-based ERP systems by organisations can contribute to their productivity regardless of their size, function, and organisation types. Service organisations have begun implementing ERP systems and have utilized ERP features to improve their efficiency and decision-making (Dowlatshahi, 2005). However, implementation of the ERP system alone cannot guarantee the success in strategic planning practice. Various factors such as organisational culture, employee acceptance, top management leadership, and support, replacing existing hardware and software, employee training issues etc. need to be considered. Before implementing the ERP system, it should be seen whether the system fits with organisational needs and goals (Dowlatshahi, 2005).

Strategic planning provides an organisation a clear purpose and direction. Therefore, it is important that all the leaders, managers, and employees should know what the organisation do, who are their customers, how the organisation can serve and satisfy their needs and interests, how the organisation can do that, by which means and tools can be used to reach their objectives, and how the organisation can compete others. In other words, the good strategy will balance revenue and productivity initiatives, and without strategic planning organisations will simply drift, and will mostly react negatively with the pressure of the day (Mansor & Tayib, 2012). Organisations that do

not practicing strategic planning and plan for their activities have exponentially higher rates of failure, than those ones which planning and practicing strategically in a right way by implement their plan well (Jorfi et al., 2011).

Against this backdrop, the current study focuses on understanding how does the strategic planning, and professional skills affect the AD (Abu Dhabi) Police performance towards achieving its objectives. The efforts undertaken by the UAE government to improve the strategic planning process across all the government departments including the Abu Dhabi Police department can be seen with the introduction of Abu Dhabi Award for Excellence in Government Performance. This award was established in 2008 for Abu Dhabi Government Entities including the Abu Dhabi Police department. Another award that was introduced by the UAE government is the Emirates Government Excellence Award (EGEA), which was established, in 2009, for federal government departments as part of the Sheikh Khalifa Government Excellence Program with the objective of federal government to better serve UAE community (Thawani, 2014). Thus, the awards are used effectively to improve the performance of public entities and offer better services to the citizens of UAE. However, the organisational performance should be connected to the priority objectives, and its success depends mainly on strategic planning and professional skills.

Therefore, the linkage between strategic planning and professional skills, towards better performance, needs analysis to get a better understanding of the degree of applying strategic planning in practice and how this improves the organisational performance (Mansor & Tayib, 2012). In GHQ of Abu Dhabi Police, the strategic planning is prevalent, yet there was no study conducted to measure the strategic planning efforts and evaluate the success of strategy implementation. Thus, the main aim of the researcher is to fill this wide gap by taking up the current study.

Aims and Objectives of the Study

Strategic planning has gained popularity in many public sector organisations as a measure of performance and improving the efficiency. The available holistic literature and theory in

strategic planning in public sector is limited. This thesis reviews the academic and empirical research in the field of strategic planning and implementation and explores the current theories. This thesis is intended to improve the understanding of key success factors related to the strategic planning implementation and the professional skills required on one hand, and the degree to which professional skills influence the performance of AD Police GHQ towards better practices of strategic planning.

Objectives of the Thesis

The objectives to achieve the above aim:

1. To shed light on the reality of the implementation of strategic planning practices in Abu Dhabi Police, and whether there is a link between practicing the strategic planning and the required professional skills.
2. To identify the nature of key success factors through the relationship between strategic planning and professional skills.
3. To examine the relationship between strategic planning and professional skills from one side, and the organisational success from the other side.

Research Questions

With reference to the problem statement and background of the research problem, this research addresses and raises two central research questions. First is to find the critical success factors that are needed for the effective implementation of strategic planning in the public sector organisations. Second is to identify what are the professional skills needed by the service deliverers/managers/agents for the success implementation of the strategic management systems? The researcher contends that without gaining enough knowledge about the key success factors in practical environment, it is difficult to advance the strategic management in the public sector organisations. It is equally important to find out the required professional skills that influence strategic planning in the public organisations. The specific research questions that were addressed in the study are as follows:

Q1: What are the required professional skills that influence strategic planning in AD Police GHQ?

Q2: What are the key success factors through the relationship between strategic planning and professional skills in AD Police GHQ?

Q3: To what extent did the both strategic planning and professional skills affect AD Police GHQ performance?

Research Hypothesis

The following hypotheses will be tested through this study in order to find the results of the study:

H1₀: There is no significant influence at the level ($\alpha \leq 0.05$) of implementing strategic planning in AD Police GHQ.

H2₀: There is no significant influence at the level ($\alpha \leq 0.05$) of professional skills on the strategic planning in AD Police GHQ.

H3₀: There is no significant influence at the level ($\alpha \leq 0.05$) of the key success factors through the relationship between strategic planning and professional skills in AD Police GHQ.

H4₀: There is no significant influence at the level ($\alpha \leq 0.05$) of both strategic planning and professional skills on AD Police GHQ performance.

Significance of Thesis

The significance of the current thesis lies in the fact that there has been no research undertaken on AD police and their performance in implementing the strategic planning. This thesis is significant given the rising popularity of the UAE as a business hub. The review of academic literature suggests that there is a dearth of research on strategic planning implementation in public sector organisations.

The primary focus of this thesis is to understand the key professional skills that are needed for the strategic planning within the Police department in Abu Dhabi. This analysis aims to look at strategic planning and the efficiency of professional skills as one of the most important factors in the success of the work in the field of strategic planning.

The subject of strategic management has widespread attention in the private sector and it is crucial in achieving the organisation's aims and goals. Therefore, it is believed that this strategic procedure should be specific, clear, and understood by the human resources within the

organisation to achieve the desired level of performance. However, the critical success factors and the professional skills needed by the human resources are not the subject of many studies.

The current thesis is intended to make a significant contribution to the academic and empirical research in the field of strategic planning in public sector, especially with regard to analysing the critical success factors and professional skills needed by the police officers in Abu Dhabi. The contributions of this study can be listed in the following areas:

- Analysing the current skills of police officers in Abu Dhabi as far as the strategic planning is concerned
- Identifying the real state of the implementation of strategic planning practices in Abu Dhabi Police and whether there is a link between practicing the strategic planning and the required professional skills.

- Preparing the framework of key success factors that are needed for implementing the strategic planning in public service agencies.
- Improving the professional skills of police officers in terms of the strategic planning implementation
- Establishing the linkage between the successful strategic planning implementation and organisational performance.

Conclusion

The chapter covered the background of the study and the problem statement along with the research questions addressed by the researcher and the specific aims and objectives of the study. The initial review suggested the rationale of the current study as well as the gaps in the previous research which the current study intends to fill. Also, the significant contribution made by the current study is evaluated.

Aims	Objectives	Research Question(s)
To identify critical success factors and professional skills required for the implementation of strategies and to study the impact of professional skills on the performance of Abu Dhabi Police GHQ.	<ul style="list-style-type: none"> • To study strategy in practice in Abu Dhabi Police • To find the link between professional skills and successful implementation of strategies. • To identify key success factors affecting the strategic planning implementation process. • To examine the relationship between professional skills and strategic planning on the organisational performance. 	<p>Q1:What are the required professional skills that influence strategic planning in AD Police GHQ?</p> <p>Q2:What are the key success factors through the relationship between strategic planning and professional skills in AD Police GHQ?</p> <p>Q3:To what extent did the both strategic planning and professional skills affect AD Police GHQ performance?</p>

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A SYSTEMATIC ANALYSIS OF STRATEGIC PLANNING KEY SUCCESS FACTORS AND ITS REQUIRED PROFESSIONAL SKILLS - CASE STUDY OF ABU DHABI POLICE GHQ

Abdulla Rashed Al Darmaki

Abstract

Strategic planning is an integral part of an organisation; especially, when its focus is primarily on strategic management within the public sector. The previous analysis and literature review has revealed that professional skills such as interpersonal skills, communication skills, flexible and adaptable, energy level, ability to synthesize, work ethic, honesty and integrity, initiative, self-confidence, listening skills, problem solving ability play an important role in the execution or implementation of strategies. Similarly, the key success factors such as vision, business plan, communication, project management, top management support also play a significant role in the organizational performance. It is with this view that various strategic practices are discussed in context to the historical evolution of the strategic planning models and critical analysis of these models. The main models that emerged in this literature review include Ansoff's model, Porter's strategies, and Mintzberg's model and Balanced Scorecard (BSC) framework. Role of strategy practice in enhancing the performance as well as fostering the innovation in an organisation is also reviewed with special reference to public sector. The role of ERP in strategy implementation is further explored vis-à-vis adoption of information technology. The effectiveness of strategic planning practice is studied in depth highlighting the benefits of the strategy implementation in public agencies such as police department. The chapter will also critically review the professional skills that influence strategy implementation and summarize the critical success factors that affect the strategy implementation process with special reference to public agencies. Also, the literature on strategy implementation in different countries is covered with special focus on developing countries in the Middle Eastern and GCC region.

Key words: Strategic planning; Key success factor; Abu Dhabi Police; Professional skills.

Paper Category: Literature review

Strategy and Conceptual Framework: Defined

Strategic planning has gained popularity in many public sector organisations as a measure of performance and improving the efficiency. Strategy involves planning for the future taking into consideration the pattern from the past.

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Strategic planning enables an organisation to match its internal resources and competencies or skills with the opportunities and risks created by its external environment. Almost all the successful organisations use strategic planning as a tool to achieve success (Mansor & Tayib, 2012). Strategic planning has been widely used since antiquity and from primeval Greek civilization to medieval period to modern period the scope and use of strategic planning has evolved tremendously. The word strategy

originated from Greek word “*Strategos*”, which means “*General in Command*” or “*Leader of Army*”. Since then, the concept of strategy and strategic planning has evolved in many different ways. Until today there is no single definitions that comprehensively define strategic planning. Because different researchers and practitioners have defined strategic planning differently, there is a general lack of consensus on the definition. Some of the researchers such as Henry Mintzberg viewed planning as formalized procedures that could be employed for attaining the desired results. This approach to strategic planning emphasises the need for integrating decision-making process and defines planning with reference to strategy and in the realm of decision-making system (Shahin, 2011), which is essential for the successful implementation of plans. In fact, the use of this view of strategic planning is not limited to a particular industry or organisation. Various organisations including both public and private sector have adopted strategic planning for decision making purposes. Given the dynamic organisational settings in which strategic planning is applicable, it is important to establish the key elements that characterize the concept of strategic planning. These elements include long-term goals, direction and guidance, resource allocation and utilization, coordination and control (Shahin, 2011).

Over the past few years, a number of strategic planning approaches emerged and several conceptual frameworks were developed to define strategic planning process. However, it is important to understand linkage between the strategic plans and the overall vision and mission of organisations. In this regard, it is important to understand how organisational leaders view the implementation of strategic plans. Many conceptual models define how organisations use the strategic planning and thinking and serve as an important step in creating a culture of strategic planning within organisations.

Igor Ansoff (1958) emerged as a father of modern strategic management due to his initial attempt to present strategy formulation as a model. Ansoff's initial model attempts to routinise the process of strategic decision making. His initial model was very elaborate and

it included detailed checklists of factors, decision flow diagrams, and choice rules for considering different factors before arriving at the strategic decisions (Mintzberg, 1994). However, the idea behind the Ansoff model is to help a firm to meet objectives by allocating organisational resources in an optimum manner. This model definitely started a rigorous practice of strategic planning and helped managers achieve the strategic goals. It was criticised due to the rigid process. However, later Ansoff developed a model that was based on the logical relationship between various factors that were developed as checklists. The new model developed was more structured and provided the overall methodology to analyze all the items and offered flexibility to the strategy planning. Ansoff designed a systematic approach that met the needs of an organisation that has a goal to grow in terms of market share and revenues. This model was designed to enable organisations to choose between various alternatives available to them and distinguish between diversification and other alternatives in terms of the growth perspective. Ansoff's model helps organisations related their long-range objectives with the diversification objectives and evaluate the relative profit potential of the selected alternatives (Ansoff, 1958: 392). However, Ansoff's model is criticised for considering a narrow issue of expansion and diversification as a basis of model. This model was set in the product-market strategy and it fails to include the general view of strategic planning across the organisation. Ansoff's of strategy was related with positioning the company's products within markets and fail to include the perspective of an organisation (Mintzberg, 1994: 43). However, in the light of growth perspective and market share, this model is suitable for the private sector, but may not be suitable for public agencies that do not work under the competitive environment. Since, these organisations are not driven by product-market strategy or for that matter by growth strategy and the main aim of the public agencies are to provide greater public good, using Ansoff's model for strategic planning in these organisations may not produce effective results.

It is important to point that drawing from the product market strategy of Ansoff, Michael Porter also presented his model. As a case in point, Porter's work was inspired by the basic nature of a firm's competition. In other words, Porter's model describes how a company's strategy should be formulated to achieve a competitive advantage. An organisation chooses to lower the cost to gain the competitive edge or it can differentiate to capture more market share. Again, the choices made by companies are in the form of scope in which the company may choose to target a certain segment of customers or capture the entire market. Thus, the strategy of a company is formulated to acquire the competitive advantage. Porter suggests that nature and competition of a particular industry largely depend on five forces such as the bargaining power of supplier, the power of customer, threats to new entrants, treatment of substitute's products and jockeying among current competitors (Porter, 1979: 137). Porter defined the strategies and suggests that once managers are aware of their competitive forces in their industry, they need to formulate their market strategy taking into consideration the external as well the internal environment. They need to look at the strength and weakness of their organisation, before deciding a particular strategy. Porter's model has been widely used and was one of the dominant models in strategic planning and business policies. However, the model has drawn criticism from various corners. First of all, his definition of the term strategy is narrow in terms of positioning and focus. Porter's model describes the terms such as trade-offs and choice and growth and leadership in a narrow context where strategy is focused on making a trade-off and choosing between the alternatives (Shahin, 2011: 15).

Again, Porter's model like Ansoff's model was criticised on the grounds of rigidity of the process. Porter's model misses the mark for lack of emphasis on measuring the internal environment in terms of growth strategy. In fact, there is no yardstick for organisational analysis in this model and is rigid in its view of diversification and growth in terms of strategy. A number of research studies have found different results which are inconsistent with Porter's

findings. Thus, the validity of these generic strategies is questioned by researchers like Gurau (2007). While Porter contends that firms can choose either low cost alternative in order to gain market leadership or choose to differentiate themselves in terms of product and services, the results from some of the studies have indicated that a firm can be successful in gaining the market share by simultaneously adopting low cost strategy with the differentiation strategy. Thus, there is no question of choosing one of the alternatives, when synergistic combination of the two can be used profitably (Gurau, 2007). Thus, an organisation does not need to choose between the low cost of products or differentiation in market in order to gain the competitive advantage. However, later on Porter also agreed that a hybrid model of competitive advantage theory can be effective in meeting the goals of an organisation and paid a due consideration to market conditions and uncertainty (Mintzberg, 1994). Although, there was criticism surrounding the strategic planning model of Porter, generic theories have some unique advantages to the private sector. Value chain model of porter is described as a strategic management tool in public sector management. Value chain framework emphasizes the creation of the chain into the mainstream and underscores inter-relationship between internal and external environment in adding and creating value for multiple stakeholders within and outside an organisation. Although, value chain was viewed as a tool for helping in operations and supply chain management, its strategic importance was realized in the form of creating values for customers. Thus, it is important to meet the expectations of various stakeholders including customers. Although, the importance of customer satisfaction is well-documented in private sector, it is equally important in public sector as well (Williams & Lewis, 2008). Porter's value framework helps in increasing the valuable market relationships, and formulating strategic framework for business organisations. They assist in both areas of business to business and business to customer transactions involved in the market. Although, government agencies do not work for profit or increasing investment, due

to competition, more and more government agencies are talking about increasing accountability and cost effectiveness and providing better and effective services to citizens. Thus, it helps public sector in making strategic choices in the light of the forces described in the model(s).

Another major breakthrough in strategic planning literature was experienced when Mintzberg defined strategy. Mintzberg was the first strategic thinker who studied strategy in broader terms, and described strategy as a plan, pattern, position, and perspective. This was the most comprehensive definition given for strategy (Mintzberg, 1994). For the first time, any strategic thinker had considered the external environment and uncertainty prevailing in the external environment and its impact on organisation's strategy. Mintzberg focussed on how the strategic thinking is translated into results and he attempted to classify strategies concerning implementation. According to this view, strategies can be classified into four categories. First strategy is intended strategy and as the name indicates this is the strategy an organisation plans to achieve. However, intended strategy may not translate into action as the leaders planned or intend to and such instance becomes the unrealised strategy which is not translated the way it should be and suggest the failure during implementation phase. Third one is emergent strategy which is unexpected and unplanned, yet it is realised because it emerged in the due course. Finally, the realised strategy, which is implemented as the way it was planned and resulted into the final-outcome. Thus, the revolutionary approach of defining the strategy as both the process in planning as well as the outcome, such as realised strategy, made Mintzberg's work noteworthy, concluded Shahin (2011). This approach is closer to reality and takes into stock, some unforeseen situations that may arise during the implementation of written strategies. However, this model like previous ones also attracted criticism from various corners.

Mintzberg also made a noteworthy contribution in categorising the previous strategy frameworks into two different categories such as (i) prescriptive and (ii) descriptive. In his work,

Mintzberg assembled ten different schools of strategy formation, which were classified as either the prescriptive, or the descriptive type. However, it was not clear whether these different approaches to strategic planning define different processes for formulating strategies or use different aspects of the same process to develop strategy, states Shahin (2011: 16). Mintzberg also proposed some of the basic principles of strategic management according to which strategic planning is classified as prescriptive and descriptive. However, those principles were criticized by Ansoff because of the deficient methodology. Ansoff stated, "Mintzberg's descriptive and prescriptive assertions are at variance with facts observable in the current practice of strategic management" Ansoff (1991:449). In fact, his use of a definition of strategy failed to distinguish between prescriptive and descriptive strategies, concluded Ansoff (1991:449).

Another reason why Mintzberg's model is criticised heavily due to the fact that Mintzberg has claimed that most organizations are not indulged in strategic thinking which an important aspect of strategic planning, rather they are relying on strategic programming, which is merely reiterating the vision and elaborating the strategies. However, in the light of overall strategic management practices in public agencies this claim may be criticised in that it is important to articulate strategies that have been developed once and it is equally important to develop operating procedures to meet the strategic goals. However, when planners consider these details and work on these operating plans, they help their agencies shift from strategic planning to strategy implementation states Poister (2010: 249). Thus, given the complex working environment of public or private sector, implementation of strategy is more important to the success of strategy, and describing this implementation process as a programming process is definitely a narrow view.

Another model that is worth mentioning in the strategic planning literature is the product portfolio model that was developed by the Boston Consulting Group (BCG) and postulated by Bruce Henderson. The product portfolio

model, or Boston Box was later also known as BCG matrix. This model had certain features that differentiate it from the earlier models, as it helped to explain the interrelationship between “market share” and “market growth” states Hambrick (1993: 1615). Additionally, another noteworthy addition in the strategic planning literature was made by Kaplan and Norton. The Balanced Scorecard Model (BSC) formulated by Kaplan and Norton overcomes the weaknesses of previous models that are based on historical data for predicting the future. The BSC model suggests that there is a cause and effect relationship between learning and growth and business processes and thus investment in learning and growth of an organisation will improve the internal environment of an organisation, which results into improved customer satisfaction and thus leading to financial performance. According to Kaplan and Norton, non-financial indicators such as learning and growth lead to financial performance. The BSC model also emphasises the need for congruency between performance management system and strategy of an organisation. Thus, in order to achieve strategic goals, an organisation must improve customer satisfaction rate and attain efficiency in internal processes while improving the productivity and morale of all employees. Although, many organisations understand the importance of performance management in meeting the strategic goals, yet it hardly practiced. Thus, aligning performance reports with strategic goals is the precursor to successful strategic planning, states Iselin et al., (2008). Balanced Scorecard (BSC) model is suitable for private sector organizations, but its importance in public sector especially public agencies that deliver public services is questioned by some researchers. This approach is narrow in that it focuses on analysing only the internal environment of an organization and does not consider pressures exerted by the external environment. In a research conducted by Williams and Lewis (2008) in public sector, it was found that while strategic management tools such as the Balanced Scorecard have been adopted by some public service agencies such as UK Cabinet Office and health department, they have a focus on internal environment of

organization. The authors suggested the use of alternative frameworks, such as stakeholder and value chain analyses over Balanced Scorecard framework, because the latter fails to provide a holistic and long-term strategic perspective on organisational situations (Williams and Lewis, 2008). Looking at the public sector performance management, Williams and Lewis (2008) further argued that it is important to analyse the impact of strategies on different stakeholders, if an organization has to truly measure the impact of organizational performance and that organizations should not restrict the use of performance management as a diagnostic tool. If an organisation considers the interests of different stakeholders such as citizens and provides better services, its reputation is enhanced positively and in case of public sector, the reputation of the agency in terms of performance and service delivery is equally or more important than delivering actual services. In order to analyse the needs of different stakeholders, it is important to analyse internal and external processes. To accomplish this goal, organisations need more sophisticated frameworks such as stakeholder mapping (Williams & Lewis, 2008).

Thus, apart from the most popular models already described above, various other approaches are used by organisations for strategy planning. These approaches or tools include strategic value analysis, economic value analysis and triple bottom line reporting as well as key performance indicators (William & Lewis, 2008). However, the current study focuses on studying the strategy implementation and various approaches applied towards strategy implementation, which is the practical side of planning. Hence, author/researcher has reviewed the studies that are related to the implementation of strategies in practice.

Strategy in Practice

Strategic planning is a subject that has been widely researched both by academia and practitioners alike. Over the years, the researchers have focused their attention from planning and thinking to strategy as a practice and many practitioners have emphasized the way the strategies are developed and how different managers apply different skill sets to

practices. Researchers have contended that strategy should be seen as a perspective and rather than a plan which is set in stone, strategy is something that people do (Rouleau, 2013). Strategy in practice research was initially identified in work of Mintzberg (1973), titled *"What do managers do"*, which was based on the observation of five managers. Mintzberg found that each manager followed a different routine and their contribution to the strategy making and implementation was different as well. Thus, the study of managerial action while taking part in strategizing process was included in the context of strategy practice. Therefore, strategy practice was seen as managerial actions performed at different echelons (Rouleau, 2013). Studying managerial practices helps organisation summarise the skills needed by different managers at different levels in order to be successful in their attempt. Given that this view focuses on the implementation of plans that are made by the top managers, it is more important to see how the plans are practiced into reality and whether at all the managerial levels the strategic activities are carried out in accordance with the plan. This highlights the importance of necessary professional skills which may be needed for the successful implementation, which is the focus of the current study. Additionally, the other view of strategy as a practice deals with the set of tools, procedures, and traditions that are used while planning strategies. Some researchers have also investigated the role of informal as well as formal procedures and how discursive styles of managers affect the strategy practice. This view sheds light on the information procedures of strategic planning (Rouleau, 2013).

Another view, which considers strategy as a tacit knowledge of the managers and people who strategize, draws on the assumption that practice depends on the knowledge of managers or leaders who are involved in the strategy making process. The whole idea of strategizing is to translate the tacit knowledge into social knowledge. Thus, managers that usually interact regularly can produce successful results. Practice as organisational resources refers to how organisational implementation of strategy as practice leads to competitive edge in the market.

Practice as managerial action means how the managers and other people make strategies. Finally, practice as global discourse refers to different organisational strategies on international level (Rouleau, 2013). Over the years, strategy in practice research has added to the expansive literature on strategic planning. However, the current study focuses on the critical success factors (CSF) that are needed for the implementation of strategies at ground levels in a public sector organisation. But, the literature review thus far has suggested that strategies are important plans that help an organisation to achieve their goals and are very important for the success and sustainability of any firm. Small projects that involve very few elements are easy to manage without formal planning. However, large projects that involve more number of elements are more complex to handle and are often surrounded with uncertainties. Thus, formal planning helps to overcome chaos (Patnaik, 2012). When uncertainty is looming large on an organization, sticking to strategy is all the more important. Strategies differ from organization to organization. Different organisations belonging to the same industry, serving the same customer base and relying on similar structure, follow different strategies to achieve common goals. The difference lies in mental processes and thus there is a linkage between company success and the strategic planning. Therefore, successful organizations clearly articulate their long term strategies as well as their short term strategies (Gaál & Fekete, 2012). Thus, the current study focuses on how strategy is practiced, and what are the critical success factors and professional skills needed to make strategic planning a success.

Thus, it can be arrived at that the most important element in strategy implementation is assessing the performance of different employees. Thus, the routines, interactions, and conversations that lead to the definition and enactment of strategy, as well as the linkages between these practices and their organisational and institutional contexts are necessary for the success of strategic planning and for enhancing the performance. In this view, strategy concerns all levels of the organisation, and as such is not

viewed as a practice that is necessarily the exclusive domain of top managers. Even though there is certain homogeneity in the way the strategy-as-practice perspective is generally introduced and presented, the area still lacks certain empirical evidence (Rouleau, 2013).

Strategic Planning and Innovation

In order to analyse whether strategic planning can enhance or reduce innovation have both positive and negative outcomes as extracted from the current literature. Moreover, a new approach known as resource advantage theory is used to determine either strategic management increase or leads to downfall in firm performance and productivity. There has been significant research that suggests that strategic planning has helped firms to meet the needs of the changing external environment and adapt to change. Not only the businesses have become resilient to change, strategic planning has helped governments and communities and even individuals deal with change and adapt to it. In other words, regardless of the sector and size of an organisation, strategic planning enables it to adapt to change (Shahin, 2011). Looking into the current global competition and technological developments, every organisation, whether in private sector or public sector needs to transform. Although, in private sector, innovation is well-researched area, but in government sector its documentation is limited. However, many government organisations, including military forces and federal agencies at local and national level are facing constant pressures to change.

Innovation may come from breakthrough ideas changing the paradigm and resulting into new products or services or it may come in the form of improvisations in already existing products or services. In either case, an organisation can link innovation to its overall strategy by the use of Balanced Scorecard (BSC) approach to strategic management. This approach suggests that innovation efforts thrive if management considers innovation related activities important and provides continuous support in integrating innovation with the organisation's goals. In the government sector, innovation can be seen in reforms such as automating using the new technology such as offering e-services to citizens

with an objective to provide efficient and effective services (Montgomery & Perry, 2011). Given the uncertain and ever changing internal and external environment, it is important for organisations to use the right approach for innovation planning. Such an approach requires transforming fluctuating environment into a pattern-based system that is directed towards goals. Since, the complexity of projects increase in uncertain economic and global markets, it is important to choose adaptive planning which supports innovation and changes in the environment efficiently. In fact adaptive planning closes the gap between the written strategies and strategy in practice, and can be used as an effective planning method for successful implementation of strategies, states Patnaik (2012: 22). When it comes to innovation planning, Balanced Scorecard (BSC) approach underscores the need for linking organizational strategy with performance and integrates the "intangible" factors such as creativity, collaboration and idea generation with the more "tangible" factors such as business processes, capital investment and revenues generated to drive innovation and create an organisation that can easily adapt to the external and internal changes. Organisations that adopt a Balanced Scorecard-based approach for strategic planning and performance measurement see innovation as a core competency that allows them to add value to a particular customer value proposition. Thus, innovation in any service or services in government organisations is seen as a core capability and linked to strategies as well as operations on the ground (Montgomery & Perry, 2011: 2). The general assumption is that strategic planning improves the organisational outcomes whether it is a new product development or improving the performance. However, some research studies have pointed that there is a negative impact of strategic planning on an organisation's capability to change and innovate. In this context, a study was conducted by Song et al., (2011), and data was collected from 227 firms. Statistical and empirical analyses from previous studies show a positive correlation between strategic planning and an organisation's capability to develop products. Previous findings also suggested that

organisations adopting strategic planning benefit from organisational redundancy as far as product development are concerned. However, the findings from the study of Song et al. (2011) were inconsistent with these findings and suggest that increasing organisational redundancy has no impact whatsoever on the number of new product development. Thus strategic planning seems to impede the process of innovation which may be due to the rigidity of planning process. Another finding that emerge from above study indicates that strategic planning is less effective in large organisations with higher capability for research and development and often does not result in new products and projects. In fact, study pointed out that large organisations do not necessarily add new products. This finding challenged the traditional view that larger firms are capable of innovating in a planned manner. However, managers should be clear about the improvisation plan and it is contended that improvising rather than planning alone supports the creation of new product ideas. Moreover, innovations tend to emerge from improvisational processes, during which the new product development activities are executed spontaneously, thereby enhancing the process of generating ideas for new product development. While organisations cannot plan innovation related activities given the uncertain nature of new product development process, flexible strategies can be developed to improvise existing products and this flexibility in planning can impact innovation-related activities positively. Although, research brought forth the negative correlation between strategic planning and the number of new product development ideas, managing strategies and generating new ideas is absolutely necessary for enhancing the organisational performance (Song et al., 2011) Strategic planning is indeed a necessity for a large organisation with ample resources. According to the resource-advantage theory, when an organization manages and allocates its resources by way of appropriate strategy, it not only generates new ideas to add value to the target market, but also achieves an edge over the competitors (Song et al., 2011). Although, strategic planning has long been supported by

scholars and practitioners as a means to enhance the firm performance, but the research has produced inconsistent results in this direction. Slotegraaf and Dickson (2004) conducted a research in the context of the resource-based view of the firm. Their research illustrated a paradox firms may face and indicated that firms with a strong strategic planning capability may not be able to make improvisations in their plan due to lack of flexibility. This seriously affects the performance of a firm in the light of innovation. The results revealed performance inconsistency due to strong focus on strategic planning (Slotegraaf & Dickson, 2004). However, this paradox can be solved by introducing strategic innovation in the organisation. Strategic innovation refers to creating new strategies for growth by introducing new products or services or by adopting new operating models in order to add value to various stakeholders including customers (Palmer & Kaplan). In case of public sector organisations, citizens are the customers and public agencies add value to the citizen's life. Thus, managing innovation process strategically can add a lot of value by facilitating interconnection between external environment and internal capabilities/practices of an organisation. Strategic innovation not only enables an organisation to align visions, goals, and actions of stakeholders but also facilitates an organisation to explore different possibilities (Palmer & Kaplan). It is learnt that some researchers have investigated the relationship between innovation and business models and they view business models extremely important especially when new technology is being introduced by firms to create economic value. According to these researchers, the use of innovative business models translates into business success. While others have analyzed the impact of selecting a particular product market strategy and a business model on organisation's performance. Interest in innovation has led some researchers to investigate how introducing innovative business models can help an organisation in achieving its growth mission and how can managers redesign their existing business models (Osterwalder & Pigneur, 2013). In another research study, the

growth strategies defined by Ansoff were analysed. The results revealed that growth strategy helps improve financial performance of an organisation, but choosing an appropriate product strategy impacts financial performance positively in existing markets with new products and services. Therefore firms that are constantly innovating see better results in financial performance due to the market nature suggested by Ansoff. As a result, they gain entry into new markets with their existing products or services. However, it is difficult to gain entry into new markets or win new customers when economy is in the state of crisis. Therefore, in such situations, revenues of firms may be increased by increasing marketing services and products, which seem more innovative to the existing circle of customers and provide higher value for them. The impact of market development and product development is extraordinary in the field of operational activities as well. Considering customer perspective, it is visible that product and market development has inspiring effect on buying (Gaál & Fekete, 2012).

Thus, the main reason why strategic planning is important for achieving innovation is that innovation is often characterized by uncertainty, which poses difficulty in planning. However, this uncertainty decreases after a certain period of time when sufficient information is acquired and the project is implemented. This is the reason as to why strategic planning for innovation is necessarily an incremental activity in which plans slowly unfold over time. However, using the incremental planning approach to innovation management, sometimes give inconsistent results due to prevailing uncertainty, which makes idea generation difficult. Nevertheless, adopting an incremental approach removes many of the problems that arise in planning creative efforts. First, it eases the planning process by making the case-based knowledge readily accessible. Second, incremental approaches focus on dividing the work into segments and help develop short term plans. Third, short term planning, combined with on-going reviews, enables an organisation to deal with environmental change. Fourth, as a project proceeds towards implementation phase,

criteria of evaluation become evident to all the people involved and this helps in applying different criteria to different work segments. However, due to uncertainty it is difficult to identify the basic elements around which plans can be formulated. The nature of creativity and innovation suggests that planning is suitable for multiple projects environment where different ideas are generated, states Mumford, Bedell-Avers, and Hunter (2008: 143). Although, these strategies work well in private sector, the financial impacts of these strategies do not produce significant results in public sector. The ultimate goal of public sector organisations is to help meet the nation's objectives, solve its problems, and improve the quality of life of its residents. There is little consensus on how public organisations should proceed, as well as many alternative approaches on how they could succeed. Public sector organisations need to work for public interest and they have to operate under different stakeholders' influences as well. However, the ultimate goal of public sector organisations might be swayed by political influences in a public sector organisation, concluded Shahin (2011: 18).

Enterprise Resource Planning (ERP)

Over the years, the strategic planning has highlighted the importance of various elements such as information. Against this backdrop, various researchers have found that information is an integral part of the firm's strategy. In the recent public sector reform, an attempt was made by the government to create the conditions for managers to engage in strategic behaviour governed by information rather than rules (Brown, 2010). In fact, information is more important for managers to make their plans and implement the strategies successfully rather than adhering to rules which restrict their performance. Therefore, it is important that managers are provided with the new ways of thinking and how to use information to guide decision making, in order for this model of public sector strategy to be successful, states Brown (2010: 212). Since the information is a key element in implementing the strategies and maintains the coordination between different teams at different functional levels of an organisation, it is important to maintain the flow

of information using advanced tools. With the development in the information technology and especially computerization in almost all the industries including the services industry in public and private sectors, the strategic focus has undergone a paradigm shift in these organisations. The strategic planning tools have given way to modern Enterprise Resource Planning (ERP) tools and all the organisations regardless of their size are relying on unique advantages Enterprise Resource Planning (ERP) systems offer. Despite its popularity as an organisational tool that integrates all the organisational systems, business processes and activities, there is little empirical research conducted on the subject of ERP (Dowlatshahi, 2005). The role of Enterprise Resource Planning (ERP) is all the more important in strategic management in that it helps organisations to evaluate their current strategies in the wake of long term strategic goals. Moreover, it provides the necessary business information that helps link all the processes with the strategies. Enterprise Resource Planning (ERP) systems can be used to support major business functions whether it is planning or marketing, manufacturing or sales, accounting or human resource management, project management or inventory management, maintenance or e-business. ERP system facilitates transparent integration of various processes and maintains the information flow between various functional areas within the enterprise consistently, states Kambarami, Mhlanga, and Chikowore (2012: 1). It is worth mentioning that Enterprise Resource Planning (ERP) systems offer following benefits to an organisation:

1. The main aim of Enterprise Resource Planning (ERP) systems is to increase operational efficiency by bringing all the processes and functions under the common control (Dowlatshahi, 2005).
2. Another advantage of implementing Enterprise Resource Planning (ERP) in an organisation is to reduce cost and increasing the profitability by integrating entire operations. This results in centralisation of all the activities thereby reducing the cost. Thus, organisations whether public sector or private sector benefit from the Enterprise

Resource Planning (ERP) systems (Seo, 2013). Not only private sector, but public agencies can also reduce the IT maintenance cost leading to improved strategic initiatives and responsiveness to customers (Shaul & Doron Tauber, 2013).

3. Enterprise Resource Planning (ERP) system offers unique advantages in the area of standardization of processes. Thus, rather than creating custom-built and stand-alone systems for each process, Enterprise Resource Planning (ERP) provides greater interoperability by centralizing the activities. Thus, organisations whether public sector or private sector benefit from the ERP systems (Seo, 2013). Moreover, Enterprise Resource Planning (ERP) systems help an organization to maintain same standards and uniform procedures in different locations. As a result, the locations that are found to be below standard performance can be aligned with more efficient business processes. This enables an organization to show a unique identity to the outside world (O'leary, 2000).
4. Enterprise Resource Planning (ERP) systems integrate best practices of different business processes. Those best practices offer unique advantages for organisation to improve and in fact, implementation of an ERP system requires adopting and implementing such best practices (O'leary, 2000).
5. Enterprise Resource Planning (ERP) systems allow organisations to adapt to the changing environment by meeting new business demands. Since, integration of data and processes provides extraordinary business intelligence to top management; it is easier to use this intelligence to capture new markets (Seo, 2013).
6. Enterprise Resource Planning (ERP) facilitates Intra and Inter-Organisation communication and collaboration. Communication between different functions and locations promotes collaboration, states O'leary (2000: 10). Similarly, communication between different organisations that work under the same government entity can also bring collaboration and add public value.

Although, much of the research has focused on the benefits of Enterprise Resource Planning

(ERP) system, different companies may get different results from the implementation of standard ERP system. Some organisations are not getting the return on investment due to several inconsistencies. A case study conducted by Kambarami et al, (2012) evaluated the implementation of ERP system in an organization based in Zimbabwe. An analysis of the standard implementation stages of an ERP system was carried out to evaluate the impact of ERP on the business as a whole. For data collection, survey method was used and a questionnaire was administered to employees working at different levels and across all the functional areas. The results of the survey revealed that the performance reporting system was weak in terms of measuring the Key Performance Indicators relevant to that organization. The researchers suggested a customized module to overcome the weakness shown in the reporting systems (Kambarami et al, 2012). Thus, it is important to establish the key performance indicators according to the requirements of the organisation. There is no standard solution to the problems of different organisation.

Nevertheless, some research studies indicate that by implementing ERP systems, some organisations have failed to achieve their mission and desired outcomes. Although, failures to achieve those outcomes may be the result of the contextual factors, but it is well-documented that majority of the failure was not due to the failure in ERP software. The main reason cited by researchers is the failure of organisations to adapt to new systems and technology. However, some researchers differ in their views in that the main reason of failure of ERP system is not technical factors, but organisational and human resources issues. These factors may include the incompatibility of business processes, lack of top management support, difference in organisational culture and resistance to change. Research also pointed out certain risk factors that may impede the success of ERP implementation and these include skill mix, organisational fit, and training and user involvement etc., states Seo (2013:10). Implementing an ERP system and its life cycle is complex and many organisations ignore this complexity. As a result, these organisations incur

a huge loss in terms of cost in addition to running into serious problems that arise during implementation process. The research suggests that majority of ERP implementations are either behind the schedule or over budget leading to failure of corporate goals. The main cause of failure is leadership related issues followed by organisational and cultural factors and human factors (Shaul & Doron Tauber, 2013). Thus, organisations need to develop the professional skills of the managers at all levels in order to get the maximum benefit from ERP and strategic planning.

Furthermore, it is important to point that most of the empirical research related to ERP systems is conducted in developed countries and the data indicates that ERP has been widely accepted in developed nations including the USA, the UK, Canada, and Australia etc, while developing nations from Asia and other regions have lagged far behind. The reason cited for this huge gap is that ERP system was built in developed countries with technically advanced standards and for developing countries these standards are too high (Shaul & Doron Tauber, 2013: 10). Additionally, most of the organisations that have adopted ERP systems are large firms and thus small firms face lot of challenges while implementing ERP systems. A study was conducted by Ahmed et al, to investigate the awareness of ERP systems in small contractor firms and the process adopted by them to implement ERP systems. Research findings revealed that a large majority of contractor firms are aware of ERP systems but only few have implemented ERP systems. The main reason why small firms are sceptical to adopt ERP systems is huge investment of time, money, and resources. Some of the major obstacles that were brought out by this study are difference in management practices of small firms, complex nature of ERP systems, huge cost of ERP systems, lack of technical skills and lack of in-house training (Ahmed et al., n. d).

Much of the research is focused on the implementation of ERP systems and software in private sector environment. However, very little empirical research is available on the subject of public sector organisations and the success of ERP systems. Against this backdrop, it is

concluded that there are certain characteristics of the public sector and an insight into the strength and weaknesses of ERP life cycle in public sector will help mitigate those challenges at an early stage and make ERP implementation success (Shaul & Doron Tauber, 2013). A study was conducted by Seo (2013) and the research involved a case study on MIT (Massachusetts Institute of Technology) and ENGCO (a global engineering company) (Seo, 2013:9). The empirical evidences from the study suggest that despite the challenges of implementing ERP systems, organisations in the corporate sector, have gained advantage from ERP systems during the last two decades than the non-profit organisations due to the competitive nature of private sector organisations (Seo, 2013). Both corporate sector organisations and universities have benefitted from implementing ERP systems by getting access to reliable information and business process reengineering. However, the company in private sector was able to reengineer its business processes more swiftly than the university or non-profit sector. This may be due to the fact that universities or non-profit don't operate under the financially competitive environment and hardly face any financial risk. Moreover, like government agencies, universities link their goals with the public value in the form of education rather than a pragmatic management. Therefore, universities do not change their operating models as frequently as the companies in private sector. When it comes to adopting a new technology, firms in private sector adopt a new technology far more swiftly than the universities. On the other hand, in a fast changing business environment strategies adopted by competitors force companies in corporate sector to embrace change. It is necessary for private firms to take stock of the financial and technological health of the organisation in order to change before they have to otherwise they lag behind, states Seo (2013:50).

In this context, it is essential to understand the critical success factors that are responsible for successful implementation of ERP systems in an organisation. In a study conducted by Nah and Delgado (2006), different critical success factors were identified. These include vision and

business plan, change management, communication, composition of the ERP team, skills and compensation, top management support, project management and system analysis, selection and technical implementation (Nah & Delgado, 2006). Against this backdrop, the current research explores the critical success factors that are needed for the successful implementation of strategic planning and ERP systems within the public agency; especially, the Abu Dhabi Police (ADP).

Strategic Planning and Performance

Strategic planning is important for the success of an organisation in terms of performance as well as achievement of missions and goals. Thus, there has been an ample amount of research on strategy outcomes linking the strategy and organisational performance. Many of the researchers contend that strategic planning positively affects the performance (Shahin, 2011). Although, it is contended that the way strategies are formed has an impact on the effectiveness of an organisation, there is limited research on the implementation of strategies and performance. The literature review thus far suggests that various researchers have explored the relationship between strategic planning process and performance in private sector, as performance is seen as an outcome of the strategy. Given the difference in the context in public and private sector, the current literature review includes the research in public sector. A significant research was conducted by Hendrick (2003), studying the correlation between performance and strategic planning in public sector organisations. This research focused on certain contextual factors that impact performance as well as strategic planning efforts. These include uncertainty of objectives and the way those objectives are measured and various internal and external environmental factors. Findings of the study suggest that certain processes such as communication, monitoring, and coordination impact organisational performance positively and they share a positive relationship with internal and external environments as well. Thus, coordination among different organisational activities and communication of clear goals are important for improving the performance and

achieving the organisational goals. The empirical evidence also suggested that aligning the goals at all levels influences performance as well as planning efforts. Moreover, Hendrick (2003) also emphasised the importance of participant satisfaction with the process of strategy implement in improving performance, as evidenced by previous studies. Thus, it can be said that contextual factors in which an organisation operates are important consideration in establishing the linkage between strategic planning and organizational performance.

While there are certain inconsistencies in planning-performance research due to differing results and implications, majority of the researchers have contended that the level of fitness between planning processes and contextual factors drives performance in the public sector (Sa, 2013). Some researchers have suggested that contextual factors influence performance jointly with strategic planning process as well as independently. Thus, by implementing the strategies in tandem with the contextual factors, an organisation especially a public sector organisation enhances the performance. Moreover, effective strategic management or implementation of strategies does affect the performance, but some researchers have explored the relationship between performance management systems and elements of strategic management in public sector. Bryson (2011) argued that performance measurement systems are in fact a part of the overall strategy of an organisation and they are used to evaluate the effectiveness of current strategies. If the current strategies fail to improve the performance, new strategies are formulated. In addition to that, performance management systems increase the effectiveness and efficiency of a public agency by connecting the organisational goals and mission with public value at reduced cost (Bryson, 2011).

In a study undertaken by Poister and Streib (2005), it surveyed municipal officials in US and the findings of the study indicate that there is a strong correlation between strategic planning efforts and performance measures used in an organisation. However, Poister and Streib (2005) presented their research findings based on the

responses submitted by senior level managers and do not reflect the perceptions of employees at all levels. It is generally assumed that leaders at higher levels evaluate any performance measurement system positively in order to maintain their social desirability (Sa, 2013). Therefore, it is important that employees at all levels understand the importance of strategies and its linkage with the performance measurement system in order to enhance the effectiveness of strategies. In this regard, another study was undertaken to examine the linkage between various components of strategic planning and performance-based management systems. The research explored the linkage between views of government employee regarding various components of strategic planning components in US federal agencies and different dimensions of performance management systems such as performance-based rewards, fairness, and accuracy of performance appraisal, and managerial efforts to improve performance). The main aim of this study was to find whether the views of employees regarding the strategic management components and dimensions of performance management system are similar across five managerial levels which top to bottom. The data in this research was explored from the 2008 Federal Human Capital Survey (FHCS), conducted by the U.S. Office of Personnel Management (OPM and was analysed using 15 regression analyses for three dimensions of performance measurement system and the five managerial levels. Findings of the study revealed that there is a positive correlation between various components of strategic planning and three dimensions of performance management systems across all managerial levels. However, correlation differs depending on the supervisory level of an employee. So, it can be concluded that employees at different levels though see value in strategic planning and understand the importance of performance management in achieving the strategies, but they view the correlation between strategic planning components and each dimension of performance management systems differently (Sa, 2013). While the entire strategic

management or implementation process has an impact on the organisational performance, but it is not clear as to how specific elements of strategy such as communication at all levels, mission or goal clarification, employee involvement during decision making process affect the performance measurement systems in public sector organisations, states Sa (2013: 4). Additionally, different statistical techniques were also used to analyse whether there is any difference across top and middle managerial levels. The results show that senior level management found their performance management system better, effective, and advanced. Therefore, this study adds on the existing literature by explaining important factors and their effects. But, it has certain limitation as it only includes the government officers of United States and considered only the public sector (Sa, 2013). The development of performance management systems is essential to the success of planning and implementation of strategies. Thus, it can be argued that a public sector agency that has strategic management system in place is likely to perform better by developing better performance measures (Sa, 2013).

Thus, what is important to reassert is that the model that has been trusted and tried by organisations to improve the organisational performance and link it with the strategic goals is the Balanced Scorecard (BSC) method. Given the multi-perspective nature of this tool, the Balanced Scorecard (BSC) has become popular in recent times. The BSC framework uses a system for managing strategy that involves setting strategy goals and performance measurement across four areas, finance, customer, internal business processes and learning and growth. In order to be successful, a public sector or a private sector organisation needs to link the performance management with the strategy. A research study was conducted with an aim to find if linking the performance reporting system with the strategy important for increased performance, and the results revealed that stronger the alignment between strategic goals and the performance reporting system, better the performance. Additionally, performance measurement was also found to be positively

associated with organisational performance in a given performance reporting dimension (Iselin et al, 2008). A company's performance may be interpreted along more dimensions. It cannot be reduced to a single index number, or evaluated by a single characteristic feature. If evaluation with one or a few index numbers was targeted, they would be financial ones. However, performance in public sector includes intangible elements that may not be transformed into numbers. In the evaluation of performance, it is not only the value provided for owners, which can be transformed into index numbers, that must be measured, but also the values provided for groups in concern (customers, colleagues, social environment), obviously with the fact in mind that the major objective of organisations is to meet owner needs, which is realised in the form of dividends and share rates. For the sake of future maintenance of performance, besides the value provided for those in concern, the organisation's ability to renew, learn and develop must also be evaluated. For these reasons, the Kaplan and Norton's Balanced Scorecard framework has been chosen for the assessment of is used by many organisations to measure the company performance, which evaluates performance through financial, customer, and learning-development perspectives, and covers the whole scope of company activities. Moreover, Balanced Scorecard (BSC) system is considered to further assists in motivating employees to work better and raise productivity levels. But there are research studies which are not in line with the above idea and had shown negative correlation between BSC and motivation. Balance score card theory generally provides incentives for workers by making comparison with actual workers performance. It also acts as a control system for better performance and to avoid negative relationship between the variables. By implication of control policies it forms a positive relation with firm's performance. When workers are aware of the performance reporting they are motivated to work hard and work at their best abilities (Iselin et al, 2008).

Although, Balanced Scorecard (BSC) is widely used and is also successful in both the private and public sector, it lacks the view about the

resources and capabilities of firms, which provide valuable evidence regarding the competitive advantage of the firm. When it comes to strategic management systems in public sector agencies, it is important to take into consideration the resource based view of firm's performance. In resource-based approach, core capabilities of an organization and its assets are extremely important for the success of an organization both in terms of planning as well as on performance. This method values the internal environment of an organisation in that it takes into consideration the capabilities of a firm and does not rely on the external market condition or the competition as mentioned in other models such as competitive forces model. This model suggests that an organization is identified in terms of its internal resources which are available in the form of its capabilities and profits are seen as a return on the resources owned/controlled by the firm (Shahin, 2011). Thus, this kind of model is suitable for public agencies which do not operate under competitive environment and are still motivated to provide better value to citizens at a lower cost.

Furthermore, the resource-based perspective of organizational analysis has received attention in both the public and private sector as far as the strategic management is concerned. This view suggests that organisations that are capable of acquiring and developing distinctive and valuable capabilities will earn higher returns and eventually gain a competitive edge over their competitors regardless of their mission. Over the years, the resource-based perspective has evolved and some recent research has underscored the need for developing dynamic capabilities to organisational performance in the wake of uncertain environments. Given the nature of global changes in terms of rising competition and fluctuating economic conditions it makes more sense for the firm to adopt dynamic capabilities and include it in as a valuable organisational resource. Dynamic capabilities should be viewed as a political strategy in order to create and add value (Oliver & Hoizinger, 2008). Whether it is dynamic capabilities in a resource-based view of firm's performance or financial and non-financial

drivers in BSC methods or values in Porter's strategies, all these indicators are used to demonstrate the financial health and stability of an organisation. These indicators, whether they are called by the name of capabilities, or key performance indicators - are all associated with the firm's performance. When it comes to organisational performance, the performance of an individual employee matters and the performance of employees at all levels cannot be uniform until the goals are clearly communicated to each and every employee. So, when it comes to goal setting as a part of the strategic mission, the care should be taken that goals are relevant to the individual whose performance is being considered and thus goals should make sense to that employee rather than sitting in the heads of the top leaders of the organisation. Instead of making performance goals relevant to company goals, they should be made relevant to individuals. Key performance indicators are effective so long as individuals in those organisations are aware of those important result areas and constantly work toward enhancing their performance. Also, these indicators should and the way performance is measured should be made relevant to employees so that they embrace these performance measuring systems. Thus, goals cannot be achieved if they are not relevant to employees at all levels (Hursman, 2010).

Another important consideration in this regard is that the ways strategies are formulated have an impact on the performance and the strategies are formed within the realm of certain organisational factors that play a significant role in affecting the performance positively or negatively. In private sector organisations, there is ample of research in finding those factors, but in case of public sector agencies, that have highlighted the environmental, "transactional" and "organisational factors that affect the strategic performance, states Hendrick (2003). Additionally, contextual variables are used to determine the connection between strategic planning and organisational performance in the public sector. In public sector results are generally based on surveys and both internal and external environmental effects (Hendrick, 2003). It is also argued that an organisation with

well-functioning of strategic management is most to establish a good performance management system. Poister and Streib (2005) further explores the relationship by conducting a survey on 25,000 municipal officers and the statistical results shows a strong correlation between strategic planning and performance management system of an organisation.

Thus, it is also important to point that due to the rising competition in the local, national, and international markets and an increased demand in the information system technologies, there is a growing need for effective strategic information system planning. Strategic plans have played an important role in public sector over the years. But, some believe that it will play more critical role in future as public managers will more effectively predict the outcomes and analyze the results. Therefore, to have more fruitful outcomes in future it requires a transition in present society from strategic planning to strategic management which involves achieving strategic objectives on a continuous basis and providing feedback to ensure that all plans are implemented effectively. Moreover, it also requires strong emphasis on performance movement and management. It further explains the inter connection between the strategic management and ongoing performance management which translate into favourable outcomes in the form of enhanced productivity, concluded Poister (2010).

Strategic Planning its Implementation in Different Countries

The research conducted in different nations on strategic planning and implementation is going to help researcher in taking stock of the studies that are going to benefit the current study. The existing body of knowledge in strategic planning literature is quite expansive. However, the main problem facing the organisations today is not the dearth of the business models from which to choose, but the pressing issue is lack of process that helps them to choose the right business model for strategic planning. Thus, it is important to study and understand the historical evolution of the concept and different models of strategy that are relevant and prevalent in corporate and public sector (Osterwalder &

Pigneur, 2013). In a research conducted in Ireland, it was found that one of the more important methods of encouraging change and reform is through individual performance assessment. In the Irish public sector a review of the operation of the Performance Management and Development System (PMDS) is done on an annual basis and published by DPER. In 2012, across 34 government offices, there was an 85% compliance rate in the carrying out of the PMDS assessments. The distribution of staff ratings was found not completely credible because 85% compliance rate was too high for a government reform, whereas the normal distribution data suggests otherwise. The researcher suggests that public sector organisations need overhauling in their performance measurement systems if they have to improve their conditions, because until and unless appropriate and reliable performance measures are established, public reforms cannot be successfully implemented (Barron, 2014). Thus, this study suggests how strategy can be implemented in countries like UAE and especially in public sector organisations, and especially - the police department of the Abu Dhabi Police (ADP).

It is also important to point that in many countries, including the OECD countries - public sector underwent major reforms and modernization and this is popularly known as has new public management. New public management or NPM is different from traditional management in that it focuses on accountability of public agencies and professionalism in delivering services. Thus, the leaders in public sector agencies are open to new business concepts and frameworks such as 'total quality management', 'benchmarking' 'Balanced Scorecard (BSC)', Kaizen and 'Six Sigma' frameworks while using them as a tool to improve quality and value standards (Williams & Lewis, 2008). Thus, in any country where the development is taking place and the government is embracing the reforms and modern concepts and strategic planning model, the primary models such as Porter's strategies, Balanced Scorecard (BSC) etc., are formulated in developed countries. Thus, the research undertaken in those countries can benefit all the countries adopting the new frameworks.

Furthermore, the literature on NPM is of particular importance to the research context especially if we note that major public sector reforms have been initiated in Dubai public sector within the last decade. Thus, the adoption of private sector attitudes and principles by UAE public sector makes the research conducted in developed countries important to UAE and Abu Dhabi (Shahin, 2011). Although economic development in the countries in Gulf region is primarily due to oil and gas reserves in the region, but UAE's development depends largely on the open and forward-thinking attitude of the government and its willingness to experiment with innovative management practices and development models resulting in an effective diversification of its economy. Government has been open to foreign concepts and models that has resulted in the gigantic growth in private sector as well (Siddique, 2004). The government of UAE not only allows the entry of foreign concepts but also provides safe, secured, and high technological environment to the expatriates from developed countries. This indicates the sound governance in UAE and environment of political security in the country which underscores the public value offered by public agencies (Publications, 2009). When it comes to security, Abu Dhabi Police department plays an active role and thus this study focuses on how strategies are implemented by Abu Dhabi Police.

Thus, it can be concluded that UAE government is open to new ideas and can benefit from the research in developed countries. However, the implementation of strategies is a subject that requires relevance in a particular geographical region. While strategic practices adopted by Western countries are well-documented, comparatively little is known about the strategy in practice in Arab world. Moreover, some of the studies that have been conducted in Arab countries were deficient both in terms of concept as well as the methodology. This seriously questions the validity of findings and research implications (Shahin, 2011). Consequently, due to lack of research in the Arab world and other Middle Eastern countries, the researcher will benefit from the relevant literature on the strategic planning. Apart from

the lack of literature in Middle Eastern countries, there are number of inconsistencies in the results of the strategic planning process literature within the Middle East. The similar results conducted by different researchers yielded different results and this question the credibility of the data as well as the weak methodologies. However, it should be said that the inconsistency of findings does not imply weaknesses in Middle Eastern studies since the reasons might be related to socio-cultural factors (Shahin, 2011). But what is important to note is that adopting concepts and practices developed in Western societies into Middle East has led to managerial problems associated with the applicability of such frameworks and management paradigms, where cultural differences might be strong determinants of the success or failure of such initiatives (Shahin, 2011).

Furthermore, the research studies conducted in the Asia Pacific region and other developing countries can benefit the current study, in that, they provide the similar socio-economic environment as that of UAE. In a study conducted by ESCAP (2006) in Asia Pacific Region on the IWRM (integrated water resources management), it was found that by employing strategic planning and management, governments were able to ensure the support and commitment from key stakeholders. Additionally, strategic planning and management was helpful in conflict resolution as well fostering the development of practicable action plans. The results suggested that SPM can prepare new breed of professionals and the successful implementation of strategies will help them understand the challenges that arise in the strategy implementation. Another advantage of strategic planning and management is that it helps in breaking down complex issues into manageable tasks. SPM develops the capacity of organisations to understand the priority issues in terms of socio-economic aspects and other frameworks. SPM is the most effective too to attract demarcate clear areas of responsibility in a situation where multiple stakeholders are participating. In addition to that effective strategy planning and management leads to change management and changes the mindset

of all stakeholders as far as dealing with change is concerned (ESCAP, 2006).

Thus, the socio-cultural factor is an important determinant while studying and using the research from foreign countries in Middle Eastern settings. Many researchers have focused their attention on studying the effects of strategic planning or management on performance in the corporate sector. However, there is limited research on studying such a relationship in the context of public sector (Hendrick, 2003; William & Lewis, 2008; Sa, 2013). As a result, the researcher will benefit greatly from these set of researches. In fact, the strategic plan envisaged by the UAE government largely favours the creation of a flexible system that is equipped to deal with ever-changing economic conditions in the global market. The Government Strategy (2011–2013) focuses on transforming UAE's economy into a robust and knowledge-driven economy which is fuelled by growth and innovation (Hvidt, 2013). Thus, this strategic plan underscores the need of a special type of economic model, which is market driven and at the same time built on public ownership. The plans such as Vision 2021 and the Government Strategy (2011–2013) both place the emphasis on the need for an improved regulatory framework within the economic sectors, and a government that is accountable, lean, innovative and forward-looking (Hvidt, 2013).

Apart from these factors, there are certain cases which reflect the best exercising of strategic planning and their positive outcomes for instance United States military serves as an excellent example (Brazelay & Campbell, 2003). Moreover, local government departments in United States also act as another example for effective strategic planning and can also bring meaningful change in public agencies (Hendrick, 2003). Furthermore, surveys conducted on public managers and municipal government in United States shows improvement in organisational performance and capacity due to the implementation of strategic planning (Poister & Streib, 2005). Recent research also shows that there is significant amount of improvement in federal agencies various departments and in collaborative projects due to

implementation of strategic planning (Kelman & Meyers, 2009). Besides this, it should be understood that strategic planning helps business to grow and strengthen its foundation through improved capabilities of an organisation and its value addition in local, national, and international economy. Thus, strategic planning acts as milestone in several public sector organisations such as the Pennsylvania Department of Transportation. Another organization that benefited from strategic planning and management is River Valley transit Pennsylvania which used modernization as strength to eliminate different kinds of risk attached with strategic planning.

There are some reforms undertaken within UAE that employed strategic planning and management. UAE faced an acute problem of growing non-infectious diseases including cancer, diabetes, and cardiac related diseases. In addition, some of these infectious diseases were attributed to environmental degradation and pollution. The increasing environmental concerns posed a threat to the UAE authorities. Therefore, in 2007 UAE environmental agency decided to address the issue and develop a strategic plan for policy implementation to overcome the problems.

However, some empirical studies show methods used to formulate effective strategic plans especially in public sector lacks positive correlation (Steurer & Martinuzzi, 2005). Moreover, such negative relationship is also extended in private sector where the main aim is maximisation of profit but still it lacks information for planning and implementation of strategic plans. Falshaw formal strategic planning tools in the past decade help to improve its overall performance and to achieve its goals and expansion of its operations. As it initially started as local public transit system but now due to effective strategic planning it has achieved the position of contract manager of city parking authority. It further expanded and diversified its operations by creating a partnership with non-profit organisation and establishing huge transit trade centre and a community theatre.

It is noteworthy to mention that the United Arab Emirates (UAE) is considered a modernised

nation in the world. In the short span of 40 years since its establishment, UAE has grown rapidly in every aspect from nomadic and subsistence fishing to multicultural population. Moreover, it has also developed two urban centres which include Dubai and Abu Dhabi. And notably, they are also among the world wealthiest cities of the world, states Gimbel (2007). Due to quick advancement in the UAE, which is in form of urbanisation and modernisation - there is immense importance that is given to public health as well. For instance, in 1970 life expectancy was averaged 46.5 years but now the recent statistics of 2010 shows it has improved to 81.5 years (United Nations, 2007).

In light of the above, it is generally believed and can be concluded that projects which involves very few details and components can be analysed and planned out informally and not require systematic analysis and strategic management. But, as the inter relationships among the variables increases along with environmental unpredictability then at that stage it is difficult to comprehend the situation. At that specific stage it becomes necessary to do formal planning to resolve the chaos. Therefore, to plan a project involves a dynamic process which revolves around the thought process to provide clear direction and identification of actions to be taken. Moreover, there are three different types of planning approaches which includes (i) satisfied; (ii) optimised; and (iii) adaptive planning. In other words, satisfied planning refers to stability and slow change for a prolonged time whereas optimized planning is acquired through logic thinking and optimization through rational decisions. In addition, adaptive is considered to be one of the most realistic and practical approach, which is also considered one of the most effective method to reach desire outcomes. Additionally, planning process is stretched out over a long time span and projects does not experience quick change indeed it requires a long time for little impact and change or either to reach equilibrium where alterations can easily be done. In case of changes in short period there will be higher chances of error. The period of both rapid and slow and steady changes fall under the “deep-structure” planning. Besides this, the deep structure or

commonly known as hierarchical structure is explained and divided under three heads which includes social culture, relationship and knowledge. It is important to consider these structure categories as small disruptions in planning process will have adverse consequences (Patnaik, 2012).

Significant Effect of Implementing Strategic Planning in AD Police GHQ

The literature review thus far has underscored the importance of strategic planning in driving performance of the entire organisation and thereby increasing the competitive advantage of an organisation. The primary focus of strategic planning in public management literature is to understand how strategic planning process enables public sector organisations to improve the quality of life of residents and promoting ‘public value by managing internal and external environment. Public sector agencies are different from private sector in that they have an obligation to promote the public interest or public value and public administration is ultimately serving a higher purpose (Shahin, 2011). Although, public agencies or government agencies like police department do not face competition and work for the public safety, yet they are required to meet their goals in the light of the changing external environment. However, only very few public agencies engage in strategic planning implementation and of those only few are able to integrate it with the overall organisational policies and the organisational development process. In fact, public agencies fail to carry out the organisational development in the light of new missions and new structures (Vardalis & Wiatrowski, 2000). Thus, strategic planning is a tool that can help them to bring about the change and development commensurate with the changing demands. Given the profound impact of change on public sector and non-profit organisations, with the help of strategic planning, governments, communities, and public organisations have dealt with change and adapted to it (Shahin, 2011). However, the effectiveness of implementing strategic plan in public sector organisations depends on the extent to which a formal strategy is practiced at a departmental

level. Also, the relation between the formation process and the implementation of strategies and plans influences the success of the strategy in public agencies. Thus, the effectiveness of strategy implementation process lies in understanding the organisational characteristics such as organisational size and age and their impact on strategic planning and implementation (Shahin, 2011). Over the years, in strategic planning literature and in public sector organisations, the emphasis is placed on formulation of strategies and preparing strategy plan document, which is important, but does not produce effective results. The research so far conducted on ERP and strategic planning has suggested that human resources issues are central in the failure of ERP systems as well as strategies. Therefore, it is important to understand the way strategy is transferred from written documents to practical world where employees at all levels are required to undergo and accept that change in procedures and practices. Literature is rife with research on strategy formation process in public sector, but strategy implementation in public sector is somewhat under researched. Thus, the main aim of the current study is to focus on strategy implementation procedure and increasing the effectiveness of implementation procedures in public sector.

In the police service, strategy in practice is all the more important because failure to implement strategy can result in lost opportunities and police officers' apathy toward strategic planning. If the strategies are not implemented properly, it is difficult to address priority issues and reach organisational goals. However, in the academic literature, the area of strategy implementation is not well-documented (Gottschalk & Gudmundsen, 2008). Strategic planning enables an organisation to match its internal resources and competencies or skills with the opportunities and risks created by its external environment. Strategy sets the long-term goals for an organisation in within a changing environment. The extent to which decision-makers look into the future and change their plans is represented by strategic planning and formulation. However, the most important step is the strategy execution task, which is the most

complicated and time-consuming part of strategic management. Strategy execution or implementation is hands-on operation and calls for executive leadership and key managerial skills, states Gottschalk and Gudmundsen (2008: 173). In that context, the performance depends on the professional skills, knowledge, and motivation of individual employees (Guo, 2009). Organisational performance is the actual conducting of activities to meet responsibilities according to standards.

Over the years, the researchers have focused on the linkage between the strategic planning and the organisational performance. In fact, the strategic planning has become a tool for achieving the desired level of performance. However, researchers like Abadžić et al. (2012: 41); Mansor and Tayib, (2012: 22), suggested in their studies that the strategic planning is associated with achieving formulated objectives towards better performance. Additionally, much of the research on public sector strategy concluded that true strategic behaviour, in which managers prospectively directed their organisations toward desired goals, was possible in the public sector, but was very rare. There are several challenges such as policies, administrative systems which are often rule bound and highly politicized institutional environments that limit the discretion of managers necessary to develop and execute the strategy. With the change in time the practice of formulating and executing public sector strategy has undergone sea changes. The context and practice of strategizing have evolved in ways that potentially enhance the effectiveness of decision making and planning. Due to the increased access to information and information technology, the managers and others involved in public sector organisations need increased discretion to act on the information. While the organisations are allowing greater flexibility to the public service agents to use and act on the information, the scholars and practitioners have paid little attention to the development of cognitive framework involving strategic ways of thinking rather than the rules. The theories of strategies are still rooted in the competition rather than using the huge amount of data and information as a resource. Many public sector

organisations operate in competitive environments, but certainly not all of them. Thus, the next step in the advancement of public sector strategy is to study public sector strategy as a field of study and a key management function where the information should be used to guide decision making and planning rather than following the old theories. Thus, the future depends on the use of information as a strategy and in decision making (Brown, 2010). In order to make strategy more meaningful, it is important to move beyond strategic planning to the broader process of strategic management across the organisation. For a public service agency, involving in strategic management process requires formulating the overall strategic agenda on a continuous basis rather than ad-hoc basis. It is therefore important to see if the strategies are implemented as effectively as they are formulated. A more holistic approach to strategy planning is needed with a paradigm shift from measuring the performance to managing the performance of employees. Organisations especially public sector agencies need to focus proactively on achieving strategic goals and objectives. Finally, agencies will need to link their strategic management and ongoing performance management processes more closely (Poister, 2010). Considering the relationship between the planning and performance, there is an immediate need for managing the performance of all the employees with an aim to improve the performance and impart professional skills and this makes the task of strategic planning critical in public sector. The bottom-line is not the monitoring of performance or measuring the performance, but improvement in the overall performance of public agencies. However, setting performance targets is not enough especially in public services where delivering public service is more important than meeting the daily operational targets. Although performance monitoring has a significant impact on the role and purpose of management within the sector, yet the effectiveness of public services should not be overlooked. The commitment to improved performance should match with the greater good of the public (Loveday, 2006). Thus, with the help of proper

strategic planning the strategies can be changed in order to meet the goals and achieve success. The main objective of strategic planning is to develop coordination between the organisation's activities and the demands of the surrounding environment (Gantt, 2010). The relationship between the organisation performance and strategies in the competitive, dynamic environment has been the subject of several studies in business policy. Also, the complex structure of public sector organisations is partly due to the multiplicity of stakeholders whose diverse demands need to be met in order to be successful and the overly bureaucratic systems and processes to gather and report data (Williams & Lewis, 2008). This makes the strategy implementation all the more difficult. Additionally, the distinctive differences between private and public organisations are due to contextual factors such as environmental, transactional, and organisational factors. In another study, researchers have contended that public sector has some constraints that affect the strategic management process. Managers in the public sector need to understand these differences clearly and develop the ability to apply more efficient private sector strategic planning and management approaches (Sa, 2013).

Thus, it is also important for the researchers to understand the fact that there are various reasons as to why there are several discrepancies in this topic. The Norwegian Police also underwent similar strategic planning by conducting a strategic process where as the police districts in the country had to undergo this change of implementing the 'National Strategy for Intelligence and Analysis' according to which the Norwegian police experienced significant and positive effects (Gottschalk & Gudmundsen, 2008). Additionally, another part of this strategic planning was the introduction of 'Police Intelligence strategy' according to which the police had to endure to the development of the policing which was led by the intelligence unit. This strategy had the ability to provide a better and more structured framework that was able to solve the problems that were being faced and also it would lead to the establishment of a partnership based approach which would further

encourage the involvement of the strategic planning in the police department (Gottschalk & Gudmundsen, 2008). Similarly, Gottschalk and Gudmundsen (2008) quoted that a similar approach was implemented in the United Kingdom which yielded similar results which was known as the National Intelligence Mode (NIM). This organised method was implemented in order to enhance the policing of the US police nationally as well as locally in order to effectively implement the strategic planning in the police department.

In light of the above, it can be concluded that implementing strategies successfully is more important than forming the strategies at the first place especially for police force, because failure to implement a strategy can result in lost opportunities. It is all the more important because executing a strategy is very complex and is a time-consuming process. Therefore, the focus should be more on strategy in practice (Gottschalk & Gudmundsen, 2008). The current study makes a significant contribution by analyzing the strategy implementation process of Abu Dhabi Police and the professional skills needed by the police officers in order to succeed in strategy implementation.

Furthermore, in a study conducted by National Science Foundation, the strategy implementation process in 22 Engineering Research Centres (ERCs) which were funded by NSF, was studied with reference to three-plane framework of strategic planning. The investigation was made to see strategic planning had an impact on the effectiveness of research, education, and commercialization productivity (Currall et al, 2003). It was found that the success of strategy largely depends on the method of implementing adopted by the organization. Another major finding was that the comprehensive planning results into organizational effectiveness. Leading authors and researchers argued that the time spent in planning does not matter the most, but what matters is the overall comprehensiveness of the planning, which is important. It was found that certain attitudinal factors either help achieve strategic goals or they impede the achievement of goals and organisational effectiveness. Among the most important attitudes were

organisational commitment, willingness to accept strategic planning, and basic skills and knowledge of planning. It was found that planning process was beneficial only when organisational goals were explicitly discussed and prioritized. With reference to strategic planning, it was revealed that clear communication from the NSF, properly set expectations for the role of planning, and reasonable implementation of planning requirements played a key role in the organisational effectiveness. Certain factors such as resistance to planning and overall attitudes toward planning were found to be impeding or enhancing the organisational effectiveness. Thus, it is important that the plans are carefully chosen and communicated well to get a necessary buy-in from all the members of the organisation. Consequently, an important recommendation that emerges is a one-size-fits-all approach to planning requirements is not appropriate (Currall et al, 2003). In the light of this argument, it should be understood that any plan that works for one organisation may not work in other and thus some customisation and changes are needed according to the socio-cultural context of the organisation.

The Implementation of Strategic Planning and its benefits to AD Police GHQ

Over the years, the researchers have highlighted the importance of strategies and strategic thinking in improving the organisational performance. However, there are more benefits of strategy planning and management in public sector organisations.

1. Adapting to changes- Strategic planning is intended to help governments, communities and organisations deal with the changes within and outside the organisation. Strategic planning enables organisations to develop strengths, take advantage of opportunities, and become competitive while resolving the most important issues (Shahin, 2011).
2. Strategic planning and management enables priority actions to be strategically implemented so that it helps to resolve the persisting issues.
3. Strategic planning and management is a process that enables organisations to foresee change and take appropriate action. Thus,

SPM helps to regularly assess the uncertainties of environment.

4. Strategic planning and management promotes accountability, especially the core groups mainly responsible for the implementation of SPM (ESCAP, 2006). It can help clarify and resolve the most important pressing issues they face.

In order to understand how Abu Dhabi Police Department will benefit from the implementation of strategic planning, it is important to take into account the benefits highlighted by the strategic planning and management in above studies.. Moreover it is found that the impact of formality of strategic planning formation process determines the success of plan. In order to gain maximum advantage it is important to study the contextual and internal organisational barriers which affect the formality of the planning process. It is important to evaluate the influence of organisational characteristics on the planning process. In a study total, 147 usable surveys were collected from twenty-two organisations representing approximately 75% of the targeted public sector organisations in Dubai. The findings of the research reveal that organisations practising, largely, a formal strategic planning process are more likely to formulate strategic plan documents than organisations with low process formality. Also, the formality of the process is influenced by organisational elements such as size, age, organisational level and the availability of the strategic planning unit. In addition process formality was found to enhance the implementation of strategies and plans. In relation to barriers of the planning process, findings showed that the higher the influence of internal barriers on the planning process, the lower the formality of the strategic planning formation process. However, no relationship was found between the external barriers and the formality of the strategic planning process. Findings show that a strong association exists between the quality of the strategic plan document and the formality of the planning process (Shahin, 2011). Thus, in order to gain from the implementation, Abu Dhabi Police department needs to formalize the strategic planning process and consider the barriers and

remove those barriers in order to enhance the practice of strategy.

Strategic planning has various benefits and advantages which have been gained by not only various organisations but they have been benefitting various police establishments as well. The clear purpose and aim of the institution are highlighted by applying the strategic planning where the realistic go as are established along with the constant mission of the department which is to be dealt with in a given time-frame which is within the institutions given capability. This most significant benefit is when the people who work for the department they fee and develop a sense of ownership for the organisation and then how they strive for the fulfilment of the strategic pan. Perhaps the most important benefit of the strategic planning is that how time is saved and this increases effectively and this makes the use of the organisations resources more competitive and hence, the main priorities of the organisations are listed and then worked upon. Moreover, the importance of strategic planning lies in this benefit that how a base is provided through which the progress of the institution is measured and then how it is further established and how a new mechanism that can adopted to further increase the efficiency of the department. In addition, strategic planning aims at bringing in the best of every ones abilities best and most appreciated efforts that have a significant value which aims at building an agreement about where the betterment if the organisation and its future.

Furthermore, a more efficient way is searched upon for the organisation where it can increase its productivity and the efficiency and effectiveness of the go as in enhanced upon. The lower ranked officers also have a strong association towards the department and this keeps the entire police force together while building strong ties with in the organisation. This also leads to enhanced productivity amongst the entire police force as they are more motivated towards giving in their best and also, when they and their senior staff have a common vision for the better of the police force and the GHQ which then aids in the solving of major problems as the disagreements between the lower and senior

eves of officers are solved or reduced. The strategic plan for the 'City of Scottsdale Police Department' for the year 0 to 0 explains how the entire pan is benefitting the entire police department as well the local community while functioning properly. The main advantage occurs when the department's top staff is committed at providing and successfully implementing the strategic planning system over the entire police department of the city. The Chief of Police who happens to be the highest ranked officer along with the assistant chiefs and furthermore, the commanders they take personal responsibility and accountability for the better enforcement of strategic plan objectives which increases their accountability which hence means more trust in entrusted upon them by the local citizens.

The entire police department hence works together as a team in order to give in their best and according to the individual officer capabilities, they are assigned as strategy leaders and then these police officers are responsible for the balancing of resources amongst the various departments as the entire police force moves ahead with the plan. The entire system of reviewing, measuring, and tracing happens within the department which leads to a more progressive approach which is being followed by the entire police department. The benefits of the strategic planning program is further elaborated as the progress toward the strategic plan is reviewed and worked upon with in a daily basis and then the updates are tracked down while using an internal tool that is derived using the strategy pan at hand.

These updates are recorded by the police leaders who were assigned earlier and this happens on a monthly basis. Moreover, these tools contain elaborated information and facts which are about the strategies of the department and it also contains the main activities, the work and what percent of it is complete, the current standing of the situation at hand, the timelines drawn through the whole process, the extensions that were made in the strategic planning and lastly any issues that were left unresolved and which now need to be addressed. In the police department of Scottsdale, the advantage of strategic planning is further enhanced because of the internal

tracking tool which aids in producing the reports that are reviewed and checked by the Police Chief, and by the top staff of the police force, monthly where they are updated monthly through meetings. Subsequently, these meetings aim at providing a platform for the entire department in order to realize and appreciate the accomplishments and furthermore, the results are further enhanced when open discussions take place where the earlier appointed strategy leaders highlight the resolutions they have made in order to address the issues or whether they require further assistance on the available resources so that the strategy they have planned is on-schedule which definitely eliminates any chances of delay or reduced efficiency. Moreover, the benefits of the strategic planning are also increased as the police is giving timely verdicts and solving the cases with in specified time-frames. Lastly, the updates that are given monthly using the tracking tool are reported quarterly so that they can aid any future officers who in case get to deal with similar problems that occur due to similar circumstances in future times to come. Hence, it is important these reports are reviewed quarterly at the meetings that occur between the management and for the most accurate results these reports are then distributed amongst the various departments of the police force which become available to the entire police force of the city via their respective newsletter.

The strategic pan of the Scottsdale city is reviewed on 5 year basis which is a reason why they are so benefiting for the efficiency of the entire police workforce. This strategic plan is studied and rationalized on a yearly basis which happens in accordance with the Scottsdale's yearly budget assessment cycle. The overall objectives and strategies that are to be followed by the police department are primarily assessed and then reprioritised if it is deemed necessary which happens based on the current operating expenses that are in question along with the service pointers. Moreover, it also includes the crime fact sheets and figures, with the special initiatives as well. All these strategic planning programs are revised by the police department every fiscal year which happens on the outcome

of the police department's annual evaluation which they carry out based upon the procedures mentioned earlier. Such a vigilant procedure assures full accountability of all the police officers in the department which then leads to the maximum benefits that can be derived from the implementation of the strategic planning.

Such procedures and programs are necessary because they ensure that the strategic plan would reap maximum benefits and with full reliability on this pans success. Hence, these strategic planning tools result in the most efficient running of the police department which results in significant rise in competency and productivity of the police officers as well. These year strategic pans that are being followed in the city of Scottsdale are mainly focused on delivering the best available services to the citizens of Scottsdale along with giving them unparalleled security and safety. The strategic plan has led to the exemplary training solutions for the officers working within the department which has led to better productivity and motivation amongst them. Also, it has led to strengthened communication between the police department and the citizens as a whole. Moreover, it has paved a new way for the innovations for future enhancements in the police department while also encouraging easy recruitment and retention of employees.

Thus, what can be concluded is that with the examples taken from different countries, the Abu Dhabi Police (ADP) will take advantage from the strategic planning process. This study will also provide an insight on how implementing strategic planning benefit AD police GHQ. Furthermore, this study will also highlight the required professional skills that influence strategic planning in AD Police GHQ. In addition, all important key success factors through the relationship between strategic planning and professional skills in AD Police GHQ will be explained. There will also be discussion on the linkage between strategic planning and professional skills in AD Police GHQ and how it could translate into improved performance.

The Required Professional Skills Influencing Strategic Planning in AD Police GHQ

When it comes to strategic planning, it is important that managers across all levels

develop certain skills that translate strategy into action. However, in case of public agencies, implementing strategies is difficult because concepts like strategic planning and implementation thrive well in competitive environment of private sector. Thus, in order to bring this reform, organisations have to develop certain skill sets. An enormous challenge facing the organisations in these fast changing times is to have the knowledge, experience, and ability to identify issues, risks, and opportunities as early as possible and deal with them appropriately. The absence of specialist skills among managers in certain areas such as finance, IT, HR, procurement, and internal audit is extremely important for the delivery of effective and efficient services (Barron, 2014).

The Police force must work with surrounding communities as well in order to stop the people from being drawn towards working and masterminding any organized crimes. This then enables the strengthening of the enforcement against criminals who take part in the organised crimes. Moreover, the professional abilities of the police force can be enhanced by raising awareness of the organized crime with both the private sector as well as the civil society partnerships which in this way with not safeguards the citizens from crime but also motivate the police department to work harder and perform better in future times to come. Moreover, professionalism increases amongst the police men when the appropriate capability to be able to retort tolerably to a unprompted or deliberate event or in other circumstances, where it is deemed necessary to get a militarized reaction so that everything is kept at peace where the ordinary people are protected and where their property is safeguarded by upholding the rule of law. It is also important that the Police chief and the other members of the police department along with the crime commissioners are able to ensure that they are aiding to keep the peace by not allowing public disorder and managing if such a situation arises whereby they are also able to encourage peaceful protests and where the protection of the rights and security of a the communities are guaranteed. This must be further assured in cases where the police have the responsibility to

arrange and ensure the security of those protests which are being held at a larger scale. Furthermore, the police officers should most importantly have the suitable capacity to be able to timely respond to the local civilian's problems and emergencies which require an ultimate response which is set out in the police department code of ethics. The police department should also find it necessary to be able to take advice from other respected professionals who aid the police in their assessments which are suggested to them by the police which include national strategic planning where the most appropriate policing are considered in order to aid in the better functioning of the police force.

The home secretary has also included the fact that the chief of Police and the respective crime commissioners should be vigilantly reminded of their due responsibilities which they must fulfil when they are on their post. As being the chief of the police of their city or region they must possess certain qualities such as being able to learn from their mistakes and enhance their abilities by broadening their knowledge horizons. Such capabilities have been agreed upon as vital for the planning of the strategic management of the police which makes it able for them to work more efficiently and effect while giving the most appropriate response to the threats that danger the national interests of the country and state as a whole. Perhaps, the most important of all that is required is the inclusion of the provision of training and then its due maintenance which will eventually broaden in to a wide array of various professional specialist skills. Similarly it is also quite important to have the necessary and up to dated equipment which without doubt enhances the performance of the police force. Additionally, the required competences most importantly include the ability to understand the extent of the risk the local public would be open to if it is not treated timely and hence in order to so, it is significant for the police officers to fully classify and comprehend threats that have the danger of risking and harming the citizens. This is why the assurance of a proportionate and effective response is necessary where the police officers can vigilantly have the assess to facts and figures

and they can formulate report which includes the capability to carry out this task across the boundaries of the police force and this also requires interaction with the national agencies.

Furthermore, the conducting of various complex investigations also requires the capability to engage in communication with those police forces which are in charge of other cities or boundaries. In this police force would be able to urgently respond to accidents that are critical, or to emergencies that require immediate assistance or to other complex and high ended threats that risk the safety and security of ordinary citizens including cyber. Hence, it fast as a responsibility on the police department as a whole to ensure that they are providing sufficient training to their employees in order to increase their competency, knowledge and control of the majorly significant operations which require and simultaneously include the harmonization of the joint agencies so that they are able to quickly respond to the most important of emergencies.

Thus, according to Morreale (2004), the police leadership right now needs many demonstrations to how to improve and enhance their sis. It is believed that most of the agencies need a fresh and new perspective and motivation on the best possible delivery of the services that people need from them as well as the best possible treatments and service from the police personals they now who serve the citizens with the best interests to safeguard their life and property. Now a day a new trend has started which points out that that many of the agency's executives and senior management are being chosen to perform the required tasks through a very a nonconventional and non-traditional way which paves a better way of improving the services of the employees working and in a whole better performance from the police department itself. Moreover, in the case of the police department, the command staff and senior officials are being attentively selected not directly from the ranks of the deputy chiefs but within from the lower ranks of management who have the greater chance of showing or exhibiting leadership talent in future. In order to enhance and encourage better professional skills from the police force, the captains of the force

are being appointed to function over their respective deputy chiefs whereas the sergeants are also being given promotions over the previously appointed lieutenants in the system. To everyone's surprise this specific trend shows that the non-traditional reaction to this necessity of a new leadership's perspective and it also requires new talented individuals in the executive positions. Hence, a useful and significant tool for the development of the leadership qualities is the introduction of the 'Leader Skill and Behaviour Inventory' which has been developed in the U.S. by the Department of Personnel Management which can be incorporated in Abu Dhabi as well. This particular system is used to regulate that whether the executive's basic qualifications are up to standards or not.

Furthermore, the creation of the executive core qualifications which is also referred to as ECQs was created by the U.S. Office of Personnel Management which helps in defining the capabilities and features that are essentially needed in order to build the federal leadership culture where the appointed higher staff of the police force have the required abilities and skills through which the competency of the entire police department rises. This is because as the police forces around the globe strive for providing better services to the citizens through appointing such leaders who are ready to achieve positive results and outcomes through hard work and determination. Furthermore, they also strive to serve their fellow citizens and build healthy and successful ties through prosperous internal and exterior alliances. All this can be achieved by acquiring the services of the executive core qualifications which serves as a guideline for the assortment and growth of police officers in the upper ranks. In order to do so, the system of executive core qualifications can be used to pinpoint the personnel performance and then which will be used to develop and enhance the leadership capability of the police force. The required skills that strengthen and further enhance the professionalism and skills of the work force majorly include leading the entire police force including all the ranks. It also requires the driving force behind the positive results where building

and strengthening the ties between the police force and the citizens is considered to be an important milestone and successful step. This also requires the coalition and communication between all the departments of the police force. Thus, in the words of Morreale (2004), he also argues that the main qualification emphasizes on the capability to progress and implement an organisational vision amongst the entire force that strengthens them and which increases the ability to implement the key programs which include goals set by the police chiefs or priorities set by the senior staff as per the needs of the citizens and their valuable lives. The ability of the police department and its officials to balance out the key features of change and continuity is done by continually striving to improve the service for citizens and by performing better through programs and striving to improve performance within the basic executive framework which creates a work environment that is able to encourage more creative thinking amongst the force and which helps in the maintaining of the focus of the force along with the required intensity as well as perseverance under times of adversity.

The competencies that bring out the best of results majorly include the strength to implement leadership qualities and while motivating the force while incorporating visualization, along with strategic planning and essentials of quality management into the entire force while working for the reputation of the force's activities and work. Furthermore, the availability of positive thinking also encourages creative thinking and technical innovation which influences others to work with a brighter spirit of service while providing the best of services to the citizens which requires the implementation of new programs and processes. This also requires the identification and integration of the key issues in the socio-political and economic environment which affect the organisation as well as the entire police force. It is thus important to understand various components of strategic planning and implementation and the inter-relationships of multiple stakeholders such as community leaders, state and local governments, and interest groups. Also, it is important to keep the interests of all the parties

in the mind and formulate effective strategies to balance interests consistent with the purpose of the organisation.

Furthermore, in order to encourage greater talent and skill the force should be open to change and new information while it also must be tolerating the ambiguities that arise while adapting to new behaviour and also towards new work approaches in answer to the fresh information which might alter certain conditions and it might lead to the arising of certain unexpected or unwanted obstacles which might hinder the evolution of new systems and ideas and thus, the adjustment to new and fresh circumstances requires attention and extreme form of resolution from within the force. Lastly, it is important that a high level of initiative is being displayed by the staffs, which calls for an unparalleled effort and commitment towards the cause which will increase and enhance public service on the part of the force. Thus it is important for police officers to be proactive in delivering services and remain self-motivated and result-oriented while seeking feedback from various stakeholders, which includes their colleagues as well as the citizens which creates new opportunities for the officers to master new knowledge and learning experience. This then creates an ability within the officers and police force to deal efficiently and effectively with problems even under extreme pressure while also maintaining their entire focus on the problem at hand with the appropriate intensity and persistency which also gives them the strength to recover quickly from possible setbacks and hindrances.

Critical Success Factor (CSF) and the Relationship between Strategic Planning and Professional Skills in Abu Dhabi Police GHQ

Strategic planning and its implementation in GHQ of the Abu Dhabi Police started since the year 2005 during the course when policies were designed and developed in order to achieve the organisation desired goals and stated objectives in the long-run (Abu Dhabi Police, 2013). The rich literature on this area of study explains that different factors are involved in the overall success of the organisation (Hassan, 2010). It was further believed that the core element of

organisation success lies at the strategic planning and management. Moreover, the procedures to be followed in strategic planning should be clear, specified, and adequate by the human resources within the organisation. In addition, there should be proper and clear understanding in all departments of the organisation to implement different elements and components of strategic planning for fruitful results (Winch et al, 2003; Sauber et al., 2008).

In the article titled, "*Critical success factors of continuous improvement in the public sector: a literature review and some key findings*", by Alex et al., (2007), it was highlighted how the critical success factors (CSF) are determined for the constant development in projects in the public sector which also includes the police force. Additionally, Alex et al., (2007) also attempted to evaluate how the factors appear to be important in enhancing the functions of the institutions and where as they are unable to figure out as to why this effect is prevalent for the institutions in the public sector organisations alone. As more papers are identified and evaluated for further research purposes, the differences in the professional skills applied to police force around the globe varies and hence the systems that are used may have varying impacts on the success of the planning strategies. Particularly, in the article abovementioned, Alex et al., (2007) have pointed out that how the differences in the levels of training and knowledge amongst the police force has varying results, and how the success rates of certain police departments are substantiated throughout. Hence, it is significant to identify and highlight the aspects that must be accounted for the protection of successful implementation of a constant improvement project. The maximum result can be achieved when those who aim to initiate a project within their institution strive for better results along with giving their best performance which increases the motivation even for the entire police department (Alex et al., 2007).

In that context and according to the Metropolitan Police of London, in order for the strategic plan to work consistently and efficiently it is important that the police contribute for the planning of the delivery of the best and improved form of internal as well as moral capabilities

through which they can fulfil the similar changes in future. Hence, the strategic plan aids in prioritizing the work for the police force along with the need for improvement for the working practices through which the context of local and national plans can be varied and broadened. This can be done with a better approach when the direct personal interests and objectives of the force are similar and when they collectively aim at staying focused on giving their best service against the crimes that are prevalent in the city. Through better training and the use of strategic planning what can be done is that a better plan is provided to the co-workers at the Metropolitan Police Authority of London which also guarantees that there is reassurance that the strategic outcomes are being supported while the police department strives to work together for a better security wise saver city of London, which also enhances the service of the police force and through this the police force gives better performance which enhances the productivity of the entire police department. Moreover, in order to be sure that the plan is being worked upon with full eagerness, the budgetary responsibilities of the police department must be dealt with eagerness. This process is however hindered when the financial resources are tight and when the police force does not have the abundance of capita resources because of which they are unable to invest fully in the programmes and projects for future development of the entire force. Due to this the consequences are dire as the amount of pressure to ensure efficient spending with the department requires vigilant staff and moreover, this also requires extreme scrutiny of those people are responsible for spending on behalf of the police force. Upon reflecting over this financial situation which may hinder the performance of the strategic planning, the Metropolitan Police of London agreed upon starting the capita program according to which the financial difficulties were greatly reduced. But it is significant to remember that the capita programs requires greater number of years to fully deliver and hence, there is a lot of other responsibilities that need to be addressed in order to bring out the best possible outcome. Additionally, it is also necessary that the police

force steps out their focus on competing and doing things in a different manner which will improve their internal capabilities of delivering the maximum benefits, which also aids in the using of existing platforms and maximising their benefits by reusing them in the best possible way. In order to achieve this aim it is necessary the chief of the police force gives in his best performance and the vice commissioners or those working in the lower ranks of the police service focus on giving their best performance. In particular, it is necessary that the essentials are being demonstrated clearly which would then add a supporting stage to the delivery of the strategic planning carried out in the city of London. These programs are benefiting as they give the police force productivity to perform better along with professionalism that enhances their performance along with rising the eves of their pride and performance through perseverance. Thus, the main purpose of enforcing such critical and strategic planning is to ensure that a more long term vision is built which then creates a more glorified and unified knowledge system and information infrastructure that enhances the unique information system that relates a the staff through a portal system through which the staff are able to get the relevant information and then use this information for their specific purposes. This then reduces the need to prioritize the information which can then lead to the reusing of information through the work of the policing process. This also enables that the information that is entrusted flows quickly wit in the entire department and then it is used accurately by the staff that requires it which enhances the entire workings of the police force.

The Link between Strategic Planning and Professional Skills in Abu Dhabi Police GHQ

According to Civicus (2007), the main facilitating tool for a more efficient strategic planning process is a more elaborate and comprehensive plan and approach which then therefore enhances the strategic planning and professional skills in the police department. This link is further enhanced once this process is conducted outside the daily activities of the department as well. The link is further aggravated as it highlights the present and future activities

(Civicus, 2007). According to the California State Department of Finance (1998), the term strategic planning is described as a result that occurs due to the process of management planning. The process of strategic planning along with the professional skills creates a more future-oriented environment along with a long-term process assessment which helps in the strategic building of the institution. This goal setting which occurs after strategic planning and then it is aided by professional skills which then maps the path between the future goals and aims at the present vision that is based on the organisation's environment and capabilities with careful considerations and goals which may then lead to a better allocation of resources based upon the priorities of the police department (Shapiro, 1996). The most significant link between strategic planning and professional skills in particular is achieved by the formulation and execution of the required strategy which is aided by the skilled and professional police force of the AD police GHQ (Simerson, 2011).

In order to achieve the most significant link between strategic planning and professional skills, the processing and identifying stage of strategic planning must be enhanced while providing assistance for the chief of police or the commanders who are in the lower management so that they are able to make correct decisions which then helps the police officers in achieving the strategic planning process. Furthermore, the correct setting of the professional skills lead to successful strategic planning which helps in the raising of the level of confidence in all of the police force of the police department which then in the formulation as well as execution of the strategic plan (Steiner, 2008). Additionally, the link between strategic planning and professional skills are not worthwhile until and unless the right and the most reliable strategic planning model is chosen and then designed in order to make a framework or relatable process which then enhances the work of the strategic planning. Moreover, in order to determine all the right and relatable components that are required in the plan must be included in the required strategic plan, and also in the reliable professional skills of the police force. Also, the process of preparing for strategic planning must

be dealt with vigilantly because it is significant in assisting the chiefs and police staff in order to conduct the strategic planning session. Additionally, the proper selecting body of individuals part of the police force who will then participate in the strategic planning process. This must be ensured by the required supplies, facilities, information, equipment, as well as data are found throughout the session of strategic planning. In addition to this, the process of evaluating and analyzing the current situation and predicting the future outcomes are done by the refining and examining of the police forces value and proposition. Determine internal weaknesses and strengths for the organisation. In order to achieve this the investigation of the external threats and opportunities that are faced by the police force must be dealt with immediately which can be eradicated by generating, adjusting or verifying the police departments dream and mission.

The sanitising and expressing of the police forces means and values as well as strategic goals that must be used by the institution so that they are able to achieve and complete the successes planned for the short and long-term goals of the police force. This process of the instructing, discovering and verifying of the institutions values must be determined as well as clarified by the professional skills acquired by the police departments police officers. The most necessary of the steps requires the developing and reviewing of the vital goals of the institution's strategic planning which determines that all the techniques that ought to be used by the police force so that they are able to attain the police departments vision and as well as accomplish and acknowledge its mission. The action planning process for the success of the short and long term can be achieved by assisting the chief of police who will then translate the goals of strategic planning into major tasks which will enable the inaction of concrete and specific tactics which will enhance and add to the efficiency of minor tasks. Thus, the link between professional skills and strategic planning can be further understood and evaluated by exploring and evaluation obstacles and impediments which are the cause of interference with the subsequent enactment of the strategic planning

along with determining the viable and respectable techniques of resolving and solving the unanticipated and unexpected occurrences which hamper the smooth working of the police force. Hence, what is important to understand is that this link can be achieved to its maximum by executing the right steps and strategies in their most successful form which can be followed if the police force uses the right tactics. In order to do so, it is important that several decisions are enforced in order to ensure the subsequent execution across the entire department (Simerson, 2011).

Furthermore, the determination occurs by the means of ensuring that everyone in the police force has the required levels awareness even amongst the lower ranks of officials including the right amount of commitment and understanding which will lead to encouragement for the police force even for the upper and lower management of the police department. The professional skills and strategic planning can be continuously improved by employing and exploiting and then seeking ways thorough which the strategic planning can be continuously improved in the police force through which the maximum and best outcomes and results can be achieved (Simerson, 2011). Additionally, what can be done to further increase and enhance the link between strategic planning and professional skills is through taking various steps which will aid to develop and improve the ways that can be taken as an example by the police force and they can undergo execution strategy which will ensure the better performance by the force along with a more efficient and effective response by the force. Therefore, in order to extract the maximum benefit and optimal formulation for strategy, it necessary that these actions reflect the exact motives and motivation of the employees of the police forcible who work collectively and effectively to bring out the best results for the police department along with the better understanding of the various employees of the police force.

In general context, what can be understood is that it is extremely important that the chief of the police force recognizes the importance of professional skills and strategic planning intermingling with each other, as well as it

emphasizing the importance of strategy planning and formulation of its execution. The employees of the police force should clearly benefit the communication process between the police department with the stakeholder groups which includes the local citizens in addition to the fact that it involves their own police officers in creating a more sound vision and mission statement for the police department. Thus, in this case the chief of the strategic planning should aid all members of the police force in creating such an environment where all the force come to work together as a team so that they can attain the vision of the police force and fully achieve the desired mission. Lastly, it also must be emphasized that the chief of the police force and the chief who is working on strategic planning should put their focus in different fields so that the work of the employees of the police force engage in a healthy communication and are bound to create an astounding mission which will be an encouraging addition to the police department's vision (Reinhart, 2014).

In order to make sure that critical and professional skills are being used to their maximum it is important that the strategic planners make sure that their methodology used in strategic planning goes well with the aims and obligations of their entire department (Ebersole, 2014). The link of the two aforementioned characteristics is crucial as both help to enhance each other's facilitation while even is not present; the other may find it difficult to exist. Moreover, the very first professional skill that holds a strong bond with strategic planning is the ability to use both sides of the argument, which means that taking that action which represents that all the available proofs have been used fully as well as critically so that no one is able to harm the sanctity of the police force or of its department. These professional skills are extremely valuable and significant as it is vital on building the self-confidence of the police force and along with practice it enhances the credibility. Secondly, it is extremely critical that the professional skill and ability of developing and then enhancing both the personal and moral visions of the police force so that are characterized by being clearly focused and disciplined which are two main characteristics of

the police force due to which they are able to perform more vigilantly and effectively. This inculcates the fact that strategic planning and skills go hand in hand, so that they can generate a more visioning process and which aims at strengthening the strategic purposes and which will in the end complement the two aforementioned processes.

Furthermore, it is extremely necessary that the police force realize their abilities and the senior police officials are able to identify and fulfil their respective objectives and then generate an action plan which is in line with the strategic planning and professional skills of the police force. Then these strategic plans must be divided into sub tasks with their timeline and required resources so that the police force is able to achieve their goals. What is extremely important is that the police force is able to arrange the required resources, because without the availability of resources the strategic planning cannot fully accomplish its aims and objectives and regulations. The critical and professional skill is the ability of the police force to design the strategic plans in a more vital and flexible manner which then creates a wider benchmark that aids in the progress's reviewing procedure. Most importantly, these benchmarks are then used to identify and guide the available opportunities for the police force. In addition, the strategic planning of the police force must possess an innate ability and ambition for the change of anticipating and being practical through the need of crisis. Lastly, perception and awareness amongst the police force is needed. It is then needed that the strategic planners of the police department must then identify both the internal and external clues that aid in guiding the future directions as well as realizing the available chances that are available for the organisations (Mintzberg, 2000). The chief planners are the ones who collect various strategic information and guide entire force. It is through listening to the suggestions given to them by the other members of the police force along with the hearing and understanding that is needed to observe any useful information.

Thus, the successfulness and significance of the police force relies mainly on the encouraging of the strategic planning within its tactic plan and

aims. However, the main challenge that rises occasionally is the greedy, self-centred, and unethical objectives which are mainly attributed towards the inefficiencies and the reason as to why the police force might not have been performing well and up to the mark. Thus, in order to reach a successful future-plan and reputation for the police force that is sustainable and successful which ensures a better performance by the police force (Ebersole, 2014). Additionally, the chiefs of the police force must act as lifelong learners who learn from their own and from each other's experiences which strengthen their bonds and motivation levels, where these experiences are used to provide them with better thinking and planning and acts a bonding force between the entire forces. The most important of the professional skill is that the police force is able to take time out for themselves which can be in several of forms including which might include a relaxing time for themselves or amongst a leisure time with their colleagues or other members of the police force. It is also significant that the strategic planners are seeking for feedbacks and advices from other reliable group members or people from their police department; which includes peer advisory and consultancy along with mentoring and coaching interactions (Mintzberg, 2000). To put it in another word, the police chiefs must also be able to offer and discuss their ideas with the departments and so that they can get the much needed feedbacks and advices from their fellow workers. However, most of the time what the police force forgets is that the police officers ability to make a healthy and encouraging balance between their creativity levels along with the much needed realism sense and honesty about the practicable and reachable long and short term goals. The recognition of these goals is hence the ability to determine a plan for their thinking and planning process which can be reached only if the required and necessary resources are available or not. Also the professional skill is the ability in being non-judgmental about the outcomes of the workings of the police force that is they are not being restricted because of judging others without realizing the consequences of their outcomes.

Thus, what can be concluded is that strategic planning can have a significant and a positive impact on the skills and running of the police force. This can be further validated as it was highlighted by Abraham (2012) in his article that Abu Dhabi Police GHQ can perform in a better and more vigilant way if they follow the right and effective methods. The earlier achievements of the police force can be reviewed to inculcate the efficiencies of the force for instant when the Abu Dhabi Police achieved the Excellence Award achievement which aided them to adopt a pre-structured approach to perform in an efficient way and then help the management perform in a more effective way. Additionally, the executive council general secretariat of the city boarded on the determination process of the performance indicators and objectives of the police force which aids them in the examining and planning of the quality assurance of the police force which helps them to improve the plan preparation efficiency which will aid them to increase the motivation of the workers of the police department. The clarification and identification of the objectives of the police force must ensure the mutual understanding of the strategic leadership and their priorities depending upon the preferences of the concerned parties and the responsible parties to achieve those anticipated priorities. Overall, this can be achieved only by preceding the planning process.

Impacts of Strategic Planning and Professional Skills in Abu Dhabi Police GHQ Performance

The demonstration of the leadership professional skills and management skills towards the betterment of the police force is dependent upon the working of the strategic planning of the police force. The leadership training both affects the working of the way these two aforementioned phenomenon's are linked, and how much they are affected towards achieving the similar goals with greater efficiency and credibility. Furthermore, this interaction between and link between professional skills and strategic management helps the police force makes the understanding of the connection between strategic management and leadership.

Moreover, the examination of this real world helps in the gain an understanding of the professional skills which is needed by the chief of police to support the organisational direction towards which the police force is aiming for and hence, this is how the plan for leadership development can be achieved and fully accomplished. Hence, the main and significant vision of the AD police is mainly to ensure the optimum safety of the citizens and the society. Hence, in order to achieve higher efficiency of the Abu Dhabi Police so that they can ensure the security and safety of the society, they must be entitled in providing policing services in a high quality to anyone in the United Arab Emirates and the surrounding areas. This vision is translated into the mission of AD police department, which comply on creating a safer society to reduce crime and also maintain the stability in the area and deliver justice in the most just and in discriminated way that guarantees the public confidence of the people and ensures greater public perception of the people at large (Abraham, 2012). In addition to the previously mentioned skills which are significant in supporting the main vision and mission of the police forces professional and managerial skills along with their professional efficiency. For an important and significant impact, the professional skills of the police force must imply on reporting the accidents and violations correctly which has a greater influence on finding the real and absolute causes of violence and hence finding solutions to eradicate these problems and vices. Furthermore, inside any organisation or department the strategy governing them is vital and it is also the correct way to develop and carry on the ongoing process because the strategic planning is the main process which composes the vision of the people along with their respective mission along with the guided directions of the department along with their required goals, objective and future growth prospective.

Hence, the effectiveness of the strategic planning along with the professional skills can be described as a set of actions that must carried out inside any company or organisation in order to achieve the main objectives which set at the present, and also those actions which aid the

police form to achieve additional aims in the future. The chief of the police force and their colleagues who are the main administrators of the workings of strategic plan have a very important responsibility when it comes for the direction of strategic plan. And they are the main advocates who are then responsible for achieving the significant impact of the strategic plan.

In most cases, and on occasion, it is being observed that the police department appoint the chief of the strategic plan to do several analyses for activities that are required to take suitable and precise decision, as well as, making more correct decisions with respect to the direction of the police department. Moreover, in order to support to the direction of the strategic plan inside any organisation or company, the higher management should develop their professional as well as personal skills in order to career progression. In the case of the police force it is a slightly different process as the chief of the police force is liable to give orders to those who work under him, and hence, he is the one who gives orders to the ones who work under or below him. Therefore, the chief's personal skills can be determined as the ability to manage the personal actions to avoid all problems that may face the work flow in the police department during the times of crisis as well as during the normal days.

Thus, achieving the desired strategic goals of any organisation is an important point to take into account the developing of the employees' personal skills. Setting and achieving the goals of an organisation requires the organisation's employees to work together as a team, thus it is vital for the strategic manner to develop and improve the personal and teamwork skills in addition to ensure the personal's career progression. In order to achieve the strategic goals and to support the organisational strategic direction it is required to have some professional skills. One of the most important points in the organisation development is the professional skill's strategic development, as high level of such skills is needed for the strategic direction of the organisation (Rea & Kerzner, 1997). Additionally, the comparative analysis made between the forces existing skill and the skills

that will be needed in the future, it is the reason which may cause the effectiveness of the entire strategic plan to fall or lessen. This analysis tends to support such skills and strategic plan that recognizes the present skills and workings of the department as well as the skills that may be needed so that the planning, developing and enhancing of the skills for the future of the department are easily achievable. Therefore, the strategic planning of the police supervision requires adequate finances that are sufficient for their department, and therefore it is better for them to have basic training in the fields of accounting, finance, and business, at least along with the other necessary skills of a police officer. In the police department, money flows are based on public sentiment, politics, tax base and the economy, and police strategic planner should be set only for those problems that occur when the citizens are devoid of their security and constitutional rights (Rea & Kerzner, 1997).

Strategic Planning and Practices in Organisations

Strategic planning is an integral part of research and practice in organisations. Strategies as discussed are action plans and very important for the success and sustainability of any firm. Strategy and its implementation had an initial experience of promising and energetic phase. It grew very fast and was applied by almost organisations using different tools as discuss by Porter, Ansoff and other great researchers of the period (Song, 2011). All of the main international conferences in strategy and management now hold interest groups on practising strategies, and specific concerns of several journals have been published on the subject (Journal of Management Studies, 2003, 2014). Strategy-as-practice research is generally presented as a perspective, within the broader field of strategic management that considers strategy not as something that a firm has but rather as something that people do (Johnson et al., 2003; 2007). As such, action plans are supposed to focus towards concrete work performed by those who practice strategies. It looks at the ways in which people (whether they are, for example, business leaders, middle managers, consultants or professionals) drive the

instruments of practice or follow specific talent and jobs while involving in deliberate actions (Schoemaker, 2009). Also of interest is the performance of different strategic practices (Whittington, 2006): the routines, interactions, and conversations that lead to the definition and enactment of strategy, as well as the linkages between these practices and their organisational and institutional contexts. In this view, strategy concerns all levels of the organisation, and as such is not viewed as a practice that is necessarily the exclusive domain of top managers. Even though there is certain homogeneity in the way the strategy-as-practice perspective is generally introduced and presented, as can be seen from the above, this area of research is nevertheless built on multiple theoretical and methodological influences. Performance is always the result of some kind of activity. Results of actions involve quantitative and qualitative components associated to completing responsibilities as focussed by the organisation.

A company's performance may be interpreted along more dimensions. It cannot be condensed into a single index number, or evaluated by a single characteristic feature. If evaluation with one or a few index numbers was targeted, they would be financial ones. However, performance includes hardly tangible elements that may not be transformed into numbers. In the evaluation of performance, it is not only the value provided for owners, which can be transformed into index numbers, that must be measured, but also the values provided for groups in concern (customers, colleagues, social environment), obviously with the fact in mind that the major objective of organisations is to meet owner needs, which is realized in the form of dividends and share rates. For the sake of future maintenance of performance, besides the value provided for those in concern, the organisation's ability to renew, learn and develop must also be evaluated. For these reasons, the Kaplan and Norton's Balanced Scorecard framework has been chosen for the assessment of company performance, which evaluates performance through financial, customer, and learning-development perspectives, and covers the whole scope of company activities.

However, it has been studied from various perspectives but skills and proficiency needed to implement strategies are not a part of discussions in research much. This is true, especially in the field of Policing professionalism and professional skills requirements are not discussed in details (Grivnaa, 2012). Nevertheless, it is highly important segment because of the significance of the profession and its social responsibilities (Wilkinson, 2012). Critical success factors for success of a strategy has not been a topic to be discussed frequently in past in the Police sector. Additionally, it has been studied in different sectors along with professional skills needed for adapting and implementing best strategies in the organisations. In the present study focus is critically evaluating the key success factors and professional skills needed for strategic planning and implementation in Police Headquarters at Abu Dhabi. In this section available literature on critical success factors, strategic planning, and research conducted in this context in Police departments at various parts of the world as well as professional skills of Police that is required is studied and critically analysed.

Strategic Planning and its Significance

Strategic planning, performance and management, its empirical and conceptual relationships are discussed in relation with public and private sectors. Alpkhan (2005) has discussed an easy model related to planning and performance that indicates about an advanced planning of strategy that result in higher profits and performance. Researchers explored various impacts of strategic planning on performance of firm with the use of three different context variables. These are (i) firm size, (2) turbulence, and (iii) capital intensity. These dimensions were identified by performing meta-analysis by studying thirty-five earlier available concepts related to planning and performance in literature (Abdulla, 2007). Specific research shows a direct relationship among organisational performance and planning of strategy though, it shows about the difference in relations exist due to the contextual factors of the organisation. Another research shows the significance of organisational and environmental determinants on performance and strategic planning. In one of

the studies the difference that exist between nonprofits, public and private organisations in terms of transactional, environmental and organisational process factors (Borch, 2003). Administrators in the Government segments, gets the profit from insights of the variation as well as the potential to have an adequately performing segment that is private. Goals and Performance cannot be simply measured in Government sectors. The external environmental factors like different interest groups and politics affect strategic management and planning (Loveday, 2005). The external factors describe few studies that have statistically evaluated between performance and strategic planning. Relationship between performance and strategic planning is studied in public enterprises using context specific factors like measurability, uncertainty of objectives and external and internal environment factors. Researchers identified that specific strategic planning process that includes monitoring, communication, and coordination describe about a direct relation between external, and internal environments as well as organisational functions (Aktouf, 2005). In addition to this, the similarity of influence of goals effect performance and planning process. Participant's satisfaction with implementation process and planning affects relationship between the two. Studies assumed that the strength of relationship between contextual variables and planning processes is a basic dimension influencing performance in public sector. Another study described three relationships regarding planning processes, performance, and contextual factors. It also stated that impact of situation on planning process directly affects results. Situation and planning process affects performance independently and jointly, states Barzelay and Campbell (2003). Additionally, a situational effect that acts amongst organisational performance and process of planning are moderating variables. It is described as tactically controlling the execution of actions given their consent or agreement. Analysing results of the formulated action plans and framing innovative or redefined actions. It plays important role in relating with the goals, mission, values, and objectives of the firm with

the accomplishment while making profits for all at a rational expenditure. Promotion of system of managing performance is thus, crucial dimension towards implementation and planning of strategies. The study takes to an innovative proposition and groups having an upper side in properly performing management components/ planning strategies will probably show higher advanced system of managing performance (Ahmed & Newson-Smith, 2010). It was a matter of discussion to identify the elements of strategy like communication, information, goal clarification; making decisions and employee empowerment are related to better results and a system of measurement in local sectors (Piatt, 2012).

Furthermore, research revealed that at higher levels authorities in the Government segment report about superior authorities of direct analysis with respect to complete system of management, performance of organisation and capacity of management in the organisation due to the response related to social desirability (Sa, 2013). Additionally, it is found that perception of employee differ according to the level of managerial supervisory of an employee. However, in another research the independent variables identified for measuring the level to which perceived quality of government employees and achievement in every dimension of management process and strategic planning in their agencies (Wilkinson, 2012). In this case, independent variables were measured using the following constructs, like; feeling of employees related to personal empowerment regarding process of work. Administrators discuss the priorities as well as goals of organisations (Stenmark, 2011). Authorities evaluate and review the process of organisation towards fulfilling goals and objectives of the organisations. Satisfaction of employees with their involvement in decision making affects work of the organisations. Satisfaction of employees related to the content obtained from the company as well as its operations, goals achievement, problems and general functions are other dimensions discussed in the research. Here in the study the first dependent variable was, reward, or promotions based on performance (Poister, 2010).

Strategic Perspective, Necessity of Good Information System in the Organisation and Critical Success Factors (CSF)

Research revealed that there is a strategic perspective of information system. The design of the information system needs to be aligned with the competitive requirements of the company in order to get superior performance (Lacey, 2012). The firms that got the highest growth in analysis of information has continuously been the one that has advanced mechanism, which has been careful and directed towards the strength of the firm as well as flaws in relation to the known dimensions of success (Siringa, 2008). After doing this, the organisation has created the type of content, which is highly beneficial in building on power and improving on shortcomings. Information system is discussed as a critical success factor by other researchers too as important factor for the success of organisations (Vaughan, 2009). In the year 1979, John Rockart started a practice to describe factors that are critical for success (CSFs). According to his description, factors that are critical for success were stated as the partially focussed areas in which outcome, if found adequate, approves victorious performance that is competitive in an organisation. It is noteworthy to state that there are other definitions as well, which depends largely on the domain on which they are applied to. Applying a critical success factor method supports identification of the dimensions, which can get proper attention. It can be dedicated as a method applied from top to bottom for developing the action plans of a company and also creating proper methods while observing the function (Sanchez, 2010). Rearranging the method in context with the portfolio of project, factors critical for success are the important dimensions to fulfil the planned objectives of the set of goals. Such portfolio projects provide major support like innovative competences or developments, allowing the organisation to fulfil tactical requirements. Accomplishing achievement of such profits supports the fulfilment of tactical objectives. Therefore, major help received by the inputs of different tasks are those factors that are critical for success and internal to the portfolio of project (Sanchez, 2010).

Requirements of Systems and Informational Needs in Context of Business Strategies

Research in this field showed that requirements of systems and informational needs can be broadly categorised into four strategies of business. Simply put it, the four business strategies are: (1) Defenders, (2) Analyzers, (3) Reactors, and (4) Prospectors. Nevertheless, very less study is conducted on critically evaluating the appropriate strategy. However, little effort has been done on empirically verifying the proposed strategy of relationship between MIS and potential implications of performance related to monitoring of performance. Defenders had higher controls in administration, Analysers, Prospectors, and Defenders keep more control than Reactors (Stenmark, 2011). Prospectors and analysers are dependent on quality personnel in their efforts to frequent market changes and products. Defenders aim towards lower cost production advantages and needs details on employee related factors. Further in another study critical success factors were discussed as product quality, efficiency of production and its effectiveness, cost of energy, legislation to control flow, innovation and research and development, productivity in manufacturing, strong marketing and sales functions, growth in micro electronics (Seville, 2011). Prospector firms develop their MIS systems horizontally to scan for particular developments in economic and industrial trends and for moves that are competitive as well as to control products research and developments, efficiency and effectiveness of products, financial position, and human resource developments. Defenders however develop MIS along more vertical lines and focus on domains (Executive, 2011). For such firms the monitoring information seems to be in such process and areas of production, research and developments, efficiency in production, competitive situation, costs of capital, relations with labours and availability of employees. Managers in the firms that are analysers benefit from use of horizontal and vertical integrated processes in order to be efficient in a briefly described domain. The extensive controlling in many areas of description is a resource that is strategic that is used to attain competitive

benefits (Gurau, 2007). Normally reaction organisations focus on efficiency related information. Defenders get efficiency in stable markets however; prospectors exploit chance in offerings of new products or development of new markets. Managers of defender and prospector organisations have the capability to utilise the details as a strategic resource. However, the two types require important information that helps their strategies (Lahteenmaki, 2001). It is inferred that managers of the firm that adopt various strategies have various patterns of controlling that argue against standard system of decision support (Poister, 2010). The study also supports that guideline of management for structures of information system and installing mainframe systems versus micro and mini computers in organisations that have different strategies (Stenmark, 2011). Defender organisations that tend to be oriented towards efficiency implement centralised computer systems for processing data to enhance efficiency. Managers in the prospector firms are better with micro or mini computers that can be handled by others for temporary reasons. The manipulation of relational database of new files of customers, information gathering from external database is significant (Tong, 2008). What is the scenario for launching a new product in order to react to a rapidly changing environment? The results of various system of information provide a challenge for the MIS officers to implement different maintenance and development programs depending on the strategy of the organisation (Wilkinson, 2012). The resource allocation was also studied as different between defenders and prospectors. For prospectors the difficulty is to integrate and develop for market changes and MIS support. However, defenders will need continuous cultivation of existing methods. The implication has a simultaneous effect on personnel requirements of MIS. Staffing need in a defender organisation is different for a prospector. There are some major contributions to study of professional skills and its needs (White, 2006). The content analysis of job has provided a convincing elaboration of requirement of jobs. This evaluation stated that technical skills were found to be six times more important than the

organisational skills in the organisations. This is described as the job providers try to scan and identify the most capable applicants based on their technical capabilities (Conti, 2005).

Technical Skills and Organisational Skills: An Overview

In such a situation as discussed above, the expertise in technical field is needed, but not enough. It may work as a tool to scrutinize candidates and their applications in interviews. However, the subjective figure collected from the process of selection leads to confusions on its chance. Next to this, it happens that the job providers have a faith that they can train the prospective employees needed organisational skills or that it is systematic and structured in a way to own organisational proficiency next to the technical expertise (Culture, 2001). This discussion states that the culture of the organisation is idiosyncratic, and hence not appropriate to be shown in the organisational proficiency of a person. The organisations that are highly victorious with information technology are the one that integrate the IS activities along with remaining part of the organisation (Parent, 2002). The IS employees if are focussed towards business are very important for the situation. However, it happens that due to the change in the pace of technology organisations select to give up their organisational expertise for technical knowledge gains (Garg, 2003). It is appreciated that inside the managing portfolio of crime in environment of policing, the concepts aptitude and aptitude driven have been agreed in the glossary. White (2006) suggests that the concepts aptitude and facts can be applied in exchange. Such an advice is not without base when the two inferences are converted into theories. The most important variable in creation of knowledge is the social and human effect in the applying the skills. Like a large number of definitions have been adopted to describe intelligence in police, the major component of the description is associated to the development of concepts and contents through the gathering and evaluation of content to discuss making of decisions. The social and human position is, again in front of the highly valuable system of intelligence that needs expenditure in public. Wilkinson (2012)

researched the performances of policeman and found different conditions where information is needed. The researcher posited such conditions with respect to application of knowledge. Such descriptions show understanding about the sufferer. Prioritising activities and means, creating a doubt, identification of probable criminals, discussing with people and various groups, interpreting various languages (whether from western parts of world or eastern parts of world), managing people who are suffering from sickness, lessening harms, providing solution for problems and conflicts, collection and analysis of data, and use of advance technologies (Borch, 2003). It was found about the content of data that officials from police bring into contacts within the path of their job is surprising. Such an information and the wide knowledge that the police officials require to execute their regular responsibilities advice the requirement of police officials to be good employees, that have the potential to obtain, absorb, and utilise information properly to perform their jobs. In the present situation, such knowledge is gathered in a police organisation in different types, varying from database of computer to orders of institutions that are recorded to the own stories of the executives. The essence of the matter lies in the way to bring out such knowledge and pull it to face the difficulties as bear by officials in a proper method (Alpkan, 2005). It is where the principles of management of knowledge and its applications help. As the application of information is increased in police rooms, there is an increase in competence, awareness and quality of these officials (Farah, 2012). This is covered by the improved skills; empowerment and equipments provided to the officers will provide them to conduct their responsibilities at the level that is justified.

A well known saying also ensure about the need of technical expertise as a single year of web is equivalent to many actual years given the dynamism and changes occurring in technology and industry (Brandenburger, 2002). In this study thus, it was found that technical proficiency is needed to contribute to the firm, however it causes little harm to organisational expertise. Further research tests such assumptions in a long term evaluation at the

price of organisational expertise. It is also found through research that the combination of importance of a skill and expertise in it is directly associated to the performance of the organisation. Thus, it is an important revelation that the combination of such expertise if properly implemented and practiced in the organisation by the employees the organisation grows. However, this study had certain limitations in terms that the relationship between proficiency that is perceived and perceived usefulness is separately related to performance of the firm. In addition to this other studies are related to deficiency of skills and educational requirements as well as performance and skill proficiency also. It was also found that both deficiencies and surpluses lead to the deficiency in performance. Hence, the study highlighted the importance of surpluses, skill sets, deficiencies for IS personnel with the result that a balance in expertise is very important.

Linking Intelligence Strategy with Policing Practices

The main objectives of intelligence strategy is to remain developing policing that is led by, in all parts of the country and across the world. This strategy provides a structure to solve a problem and perform a function that is supported through partnerships based on a model that is common, states Beckley (2004). The model of United Kingdom and intelligence of nations is a properly designed model to enhance policing that is guided by expertise both locally and centrally in different districts. It is a mixture of Policing model and National model of intelligence. Projects are made intelligence within the strategy. The appointed action managers state the administration board of intelligence regularly (Truss, 2001). These boards set aims and evaluation development of such activities as well as completed actions are discharged as soon as new actions are added. The following inputs are needed to be given to Policing for supporting its overall development, states Quinton (2004).

- a) **Promotion:** A highly reputed operation invites large number of benefits. It gives a combining aim to variety of actions, and it

creates operations of police comprehensible to people.

- b) **Communication Internally:** A successful conversation and discussion mechanism is crucial in confirming the effective application of any action plan as well as in promoting support and commitment of officers.
- c) **Development and Training:** Concern should be there at the stage of planning to fulfil needs of training.

In addition to the details given, NIM is described as a policing model that must confirm that knowledge is researched completely, analysed and developed to share intelligence. Such an aptitude makes managers to give direction that is strategic in nature; it also helps in policing operations to take decisions related to resources that are tactical and managing risk (Song, 2011). Such a model of NIM operates at three different levels:

- 1) The unit at local level that is fundamental;
- 2) Regional level force;
- 3) International or national level crime that is serious.

The knowledge firm in NIM initiates with the development of evaluation that is strategic. The strategic evaluation identifies concerns which mostly affect delivery of service. The partners that act under the disorder and crime reducing tie-ups in the England employ resources and cooperate to perform actions to perform such acts. Proper and thorough evaluation permits authorities to take decisions that are informed about provision of service that will help in accomplishing objectives related to performance. The strategy for Norway for analysis and intelligence created by the Directorate of Police at Norway in 2007 was highly provoked by the building model of NIM in the United Kingdom. This describes analysis and intelligence at three levels in Norway, including cooperation amongst police districts, local police districts, international and national analysis and intelligence (Kapusta et al., 2010).

Culture as an Important Element for Development of Professional Skills in Police HQ

The model of research in evaluation of the culture of a specific cluster or company, which according to White (2006) shows that it required

to differentiate three basic stages where tradition is visible on its own, specifically: (a) visible work of art (b) principles, and (c) fundamental beliefs. The moment a person goes inside the organisation, a person sees and experiences its art, asserts Vaughan (2009). Such a segment involves all from the material framework, the uniform, the way in which a person interact with everyone, the sense of the location, its extent of emotional sensitivity and different occurrences, to the higher enduring documented expressions such as records of companies, objects and philosophical declarations as well as reports that are prepared annually. Standards and norms, at the level two, is analysed through questionnaires and interviews with respect to principles, norms contracts, beliefs, and conditions Wilkinson (2012). The major belief that lies at the next stage that is final is concerned with insights, thought procedure, opinion, and actions. Once a person gets some of such beliefs, it becomes simple to decode the hidden inference in the different behavioural and substance occurrences that a person sees, states Lahteenmaki (2001). Borch (2003) identified collective insights of regular exercises that exist in the centre of the culture of the organisation and not the values that are shared. The measurements of the research of values of employees varied based on the conditions of age, nationality, as well as education rather than based on the organisational membership (Abdulla, 2007). The named exercises could have been the categorized traditions, habits, customs, conventions, usages, or mores. Culture is thus overall a complex system that involves beliefs, knowledge, art, law, customs, morals, and all different characteristics and potentials obtained by a person being the part of that system. The insights of regular exercises are calculated with respect to mutual exercises. Differences in practice can be identified with respect to a system that is oriented towards process or results, employees or job, professional or parochial, closed system or open system, tight control, or loose control system, and pragmatic or normative system (Wilkinson, 2012). The major focus in such research was on the basic values of the components as it is necessary in

conversations regarding culture of organisations. It is comparatively lasting, norms, customs are emotions, and insights of the traditions that are promoted and liked in the firms, states Abbas et al., (2011). In different words, norms are necessary for the basic insights of the wrong and right, the valuable as well as given conditions of work (Stenmark, 2011). Subsequently it claims that the value of the firm describes the actions of the person. The complete number of eighteen values of human resources related to police was practised in the study, totally representing the variables of culture of high importance to force action that are lawful. Some police investigators were highly conscious towards using punctuality and time. Time is considered a major variable, both in association to normal training and policing; especially the troubled and furious offence. The variable time is specifically crucial in equipped reactions (Executive, 2011).

Legality versus Effectiveness in the Public Sector

Legal protection and parliamentary Government against competence and better output is a necessary factor for the overall communal sector. The idea of ethics may be associated to the interrogation regarding the position of police like an institution in community using the authority to apply coercive power, and the query as to what or to whom the police should support. Hence, this variable is of high concern towards the force of police, those who behave as the machinery of power for society.

Thus, main concern of the Police in association with the implementation of authority has a great influence on the democratic system of a country. Additionally, this factor is highly significant as the force of police is job as well as action directed. The straight and implicit dimension is discussed as related to the style of conversation. A simple method is favoured that needs to be identified to be in a situation that includes free and comfortable rhythm among the executive as well as disputes. With respect to the content as well as style the continuous conversations of the group may motivate indirect the straight and oblique methods states Gudmundsen (2009):

a) Closed and open: Closing, privacy, faithfulness and no discussion along with the

surroundings while search is shown as a specific feature of police customs.

- b) Unofficial and Official: Such a dimension measures the level until which the investigators discuss unofficially or officially.
- c) Hierarchy or equality: Equivalence is characterised with small paths between levels in the firms, small differences in stature, a comparatively rigid surroundings in the society and an overwhelming receipt of the new people.
- d) Challenge and security: Such a factor of safety and security as well as suspense and challenge is thought to be two ways. In contrast to the specific features of the police officials it is a normal feature in the group that is brought to surprise and receive challenges to check their potential to handle various problems with expertise. However, in the other side it is seen that significance is given to framework, planning, analysis of conditions and training. The importance of safety is highlighted by the importance given to health, safety and regulations related to surroundings and the emphasis on own safety in relation with various projects.
- e) Tradition and Change: Officers of police are mostly regularly anxious with personal growth, development of team with growing their segments. Administration promotes them to continuous evaluation of latest products, methods of interview, gathering proof, developing potential, and additional methods of investigation. However, it faces carefully evaluated tested systems. It is pleasing that customs are completely checked and has been confirmed to do the task. Most firms, in specific firms of police, see customs and past as important. According to the research undertaken by Wilkinson (2012), it reveals that officers from police, to a high level believe their past knowledge and methods, that has been successful in the past.
- f) Philosophical and Practical: The search officers are stated to have a neat thoughtful and practical direction or a philosophical or conceptual orientation. These people have a practical approach when it works continuously with the aim of identifying

practical and easy answers. Such people have a direction that is theoretical while evaluating innovative equipment. Even while development of new plans and mixing available proof to find meaning. A same kind of differentiation is created between those attitudes that are reflected intellectually in comparison to the practical, intuitive or activity based attitude in police officials.

- g) Control and Liberty: Freedom is imparted to police officers to be flexible or creative it follows the challenge to solve the crime and practice the skills of officers. The need of control is there so that the detectives work by rules and do not break it.
- h) Group and Individual: Such an approach is seen in work of police since a particular characteristic is cooperation of team in police. It is coordination between partners.

According to Hursman (2010), he states that very less focus has been imparted to creation of models of business. Information System study has a good base in searching the laws and norms associated to the work of creating artistic goods. In such instance, the application of IS studies could support experts who are studying in enhancing the task of code-signing, as well as in the process of validating strategic objects.

It is noteworthy to mention that the present content of information in planning strategically for a task of design is comparatively weaker. The main example of it is that the major problem that companies bear due to the tactical queries about the models of business and its emergence does not work for choosing among different models of business in the industry. It will need an attitude of decision that authorities have taken expertise on. Instead of this major concern that companies bear is the lacuna of the task that permits it to emerge with completely new and fruitful model of business that can be chosen from different options. Such a difficulty needs an attitude of design similar as Alpkhan (2005), that has been stated already and investigate in basic management. Their performing as creating is major initiative; however, it should be clarified and evaluated precisely for planning strategically and designing a model of business.

Furthermore, it is also assumed that IS (Information System) research is comparatively and properly embedded to deal with the matter because of its past and the content of information is properly associated to the process of design as well as its method (Aktouf, 2005). Additionally, there are different disciplines of IS study and design methods. Researchers who are strategic and (Information System) IS research, both study the usage of methods of design in the task of creating models of business and different insights of strategies. These methods utilise but are not restricted to thinking visually and generation of ideas, (Vaughan, 2009) insights of the customers (Executive, 2011) proto-typing (Dunleavy et al., 2006) telling stories and the situation (Rasmussen, 2008). Specially IS and interaction with human computers study is adequately placed to enhance their knowledge and suggest research in management on checking the usefulness of artistic work. However, such techniques of design are general in IS and in domains of work like industrial and architectural designs. The study still requires showing the benefits that can be obtained and can be applied to the queries that are of technical importance. It is believed that an attitude of design and the implementation of associated methods that can be properly developed for it. It is believed that an attitude of design and the documents related to methods must improve response of organisations significantly to reply the question(s) that are strategic in nature. Additionally, a specific characteristic is created as a new incumbent while going for patrolling. While on the other side officers of Police are stated as persons who are strong with specific characteristics of leadership (Executive, 2011).

The Deficiency of Skills in Police Department

Companies are known to get a shift from traditional analysis of job orientation to skill development focussed, that are worth from the perspective of the fast changing characteristics of jobs and needs of job in the present situation. Generally, the results of the research are in consistency with the research performed in west in contributing in HR function in performance of organisations (Ammons & Rivenbark, 2008).

Hence, the worth of this research exists in the reality that it provides a highly required validation that is validated across the culture of the conceptual models based on the studies of west. The advisors were fixed by the task force that is urban to search the viability of setting RCEs (PricewaterhouseCoopers, 1999). It copied this view again to the report of Millan, that is important for renewal of area (Millan, 1996), that discussed the local skill agencies, that which are associated to suggested chosen local chambers. After critically evaluating a model of programmes of the university and short-term events, the experts stated that main lacuna in the department of police is (Vaughan, 2009):

- 1) Limited skills in planning strategically;
- 2) Lesser experience in managing projects;
- 3) Lack of efficiency in creating, operating and retaining local professionals;
- 4) Unnecessary expertise where the process of development is divided into small parts;
- 5) Very less entrepreneurs having properties in towns;
- 6) Less identification of the internal significance of the process of regeneration in cities in the controlling bodies.

Professional Skills and Police

The report of Rogers was critically evaluated at moment of printing for emphasising bodily solutions over economic and social results (Stenmark, 2011). Although firms concerned to this orientation supported more focus on schools with modern designs in education that is higher and in development job of local authorities. At the same moment a sequence of teams dealing with interdepartmental policy actions were established under the guidance of the exclusion unit in society. The suggestion of this unit was later integrated in a strategy that is national for renewal of neighbourhood (Ammons & Rivenbark, 2008). The shortcomings of skills and knowledge in a variety of the agencies of regeneration that is principal. This shows important failure of the providers to entertain students with knowledge and skills to run it, i.e. the main actions properly and their core functions well. In general, such points focussed towards the missing response that is strategic or an important problem of human resources like skills that are poor in practice (Adlam, 2003).

A conflict in opposition with the involvement of university in training police initially concerns with a stress in the focus in education of university on children handling jobs and the limit to which the training of police takes initially. It is being described that besides criticism of the training techniques of police that is traditional, class based teaching, and education remains dominating. The police who have less time for showing and for individual study that has taken favour for in depth and small durations of training. The responsibility still depends on teachers giving solutions to students who have very less demands about them for taking responsibilities for self learning Conti and Nolan's (2005) description of a greedy or complete organisation that details characteristics that are mainly identified in the starting programs of training at Police. The training at institutes normally that is provided to the officers of Police that leads to be set surrounding the only one authority where the students experience living in a batch and the teaching resulted to be arranged beside a nicely planned and properly developed framework that is thought to be a type of healing psychology. Instead of the training that is needed with the usage of learning methods that are supportive. There are different dimensions of the work of a police officer that needs discipline. In addition to this, the extent to which the work of the police is largely unseen at some point where the person needs faith that the officers will be in discipline (Hursman, 2010). It is good to find that a person is not believable while he is a student officer still instead of the four or three years in continuity when they work as officers operations (Wilkinson, 2012). In the same limit any profit that is received from a schedule that is planned highly and is highly hustle bustle. The police have shifted from the training at residence and it will be visible to be a shift for the smaller durations of the study based on class. There is also a move towards smaller durations giving higher importance on children learning online and taking higher responsibilities (Tong, 2008). Although such shift looks to be encouraged due to finance, academic concerns and it is not clear that the children will be encouraged in such events.

The Student Officer as a Resource Perspective

A next discussion in front of the academic institution arise from the approach that observes all training and other abstract concepts that come from the police job that is original. Even though it is appreciated as a requirement that is important, there is severe stress to keep the time distributed to training to the least with a focus on getting back the trainees to the work quickly (Griffin, 2004). However, this is understood that from perspective of the needs that are operational it is showing about the difficulty to take education and training of officers seriously in the firm that is precisely described by the targets that are functional. Thus, it discusses the denial to change police training about following principle of learning for life-long (Gudmundsen, 2009). Thus, it was specified specially in context with the trainers of police who did not found pathway of career to work as a trainer. It is crucial to observe the professionalization of police that can remain without showing what can be observed as very heavy concept can happen instead of bringing it as an abstraction of duty of a police, from the perspective of a police man. One method to come out of this confusion to advise highly on the job training that is far from the learning at class. From the approach of learning at class is detailed as unimportant in comparison with the original work of police to be studied on roads. It is most appropriately discussed that appreciating the requirement of officers in police to be more showing and skilful at solving the problems (Gurau, 2007). In the nearby years, it is being found that there are important researches that have been stated as useful of constables working in training at police. In IPLDP it has been placed on the need to initiate and create the position of development units that are highly strong professionally. Here there are enormous chances for students to develop and learn in PDUs. It provides the PDU is specialised and is provided the space to provide with the needed level of safety and assistance. The training in job is monitored to confirm recruitment are studying and not simply being utilised as the fodder. In addition to this, if academics is taken seriously and does not come out from the difficulties of concepts and not come out from ownership

troubles as studied. If it is added to the difficulties it includes the police officers with the responsibilities of a tutor in the PDU to be away from normal routine duties. In addition the appreciation that students receive on the work must not be taken to result into that cannot be studied in the classroom also (Beckley, 2004). A must not approach to training of police and requires to identify that both the work place and classroom studies the profits of the children. It is necessary that PDUs are an embedded portion of the officers learning at work studies performed in the PDUs is involved into the whole objectives of the programmes of the study (Alpkan, 2005). It is required to be identified that studies take place in the class and in the office, instead of just observing the PDU as the locality where information is obtained in the class is implemented. Significantly through the queries of how and where an executive studies the best thing that can be taken with high concerns if there is space and time to apply what emerges from the solutions to best can only be considered seriously if there is space and time to apply what emerges from the solutions to this questions.

Moreover, many professionals had developed symptoms of 'over-skilling' too many people working in key public services are almost over-trained, over-professionalised, and departmentalised. There is a need to provide them with a much better cross-professional training so that they can work with communities in high-performing teams (White, 2006). The PAT 16 report included a wide variety of recommendations about sharing knowledge and improving the interchange of staff between regeneration agencies in order to increase direct experience of deprived communities (Lewis, 2008). It acknowledged that the development of new skills is not simply a matter of formal training and that new skills do not necessarily lead to changes in behaviour. So much learning takes place informally - new recruits, for example, quickly learn the behaviours and attitudes that are rewarded, the traditional ways of doing things, and adopt the assumptions and prejudices of their colleagues (Stenmark, 2011). If the way people work is to be changed, better skills and training will not be enough:

organisational and professional cultures will also need to be looked at. The report went on to advocate a National Centre for Neighbourhood Renewal in order to promote improved skills, a knowledge management system to share best practice, and research and improved leadership in the field. A regional dimension might also be established through the Government Offices or a series of regional centres accredited by the National Centre (Jacquelyn Paul, 2011). By the time the National Strategy Action Plan had been published, government had decided that a National Centre would be too removed from the point of delivery at the neighbourhood level. Instead, the Action Plan advocated a 'skills and knowledge strand' running throughout the National Strategy to be managed by the NRU and delivered through the Government Offices. For example, Local Strategic Partnerships are encouraged to develop Local Learning Development Plans. By 2002 the NRU had been established within the ODPM and it set about two key tasks. First, an on-line knowledge management system was established¹ to share experience about 'what works' in neighbourhood renewal (Barrett & Green, 2008). Second, a knowledge and skills strategy was published as *The Learning Curve*. In contrast to the Urban Task Force report, both these initiatives focused on integrating the social and economic concerns of community regeneration and neighbourhood renewal. Thus, the 'knowledge areas' were identified as: (i) worklessness; (ii) crime; (iii) education; (iv) health; (v) reviving local economies; (vi) quality of life; and (vii) housing and the environment. *The Learning Curve* also defined a learning framework broken down into the knowledge base, core skills, and behaviours needed by key groups in the neighbourhood renewal process (Farah, 2012). These were defined as residents, professionals and practitioners, and civil servants and policy makers. The report identified 23 key tasks to tackle skills deficiencies, involving all levels of government, including the Government Offices, Regional Development Agencies, Learning, and Skills Councils, local authorities and Local Strategic Partnerships. Unlike the other reports discussed in this section, *The Learning Curve* devotes some space to how people learn, rather

than simply producing prescriptive lists of what they need to know (Mondy, 2002). The report identifies three types of learning: formal training courses, learning through doing, and learning by observing others. It suggests that formal learning needs to change in order to incorporate new knowledge and skills, learning across boundaries, and by developing the learning cycle which involves action, reflection, theory, and experimentation. It concludes the section by advocating the principles of the learning organisation whereby the culture of the organisation is changed so that staff build learning into everyday practices. Innovative approaches are encouraged, but these should be fully evaluated so that the experience gained is led back into action and responses. Unfortunately, no further guidance is provided on how cultures can be changed in order to establish a learning organisation. The very recent document to be seen here is the Egan Review. In the year 2002 Sir Egan John, British Confederation of industry was called to run a search of the requirements of skills for such jobs indirectly or directly included in the supply of agenda on communities that can be sustained (White, 2006). The previous part of the document sees the elements of the programme and describes the methods in which it can be gained. The next half searches the ways in which important skills can be enhanced and retained at an appropriate level. The same is the case with the previous documents it lists in few descriptions what it describes as the original competence important for supplying the communities that are sustainable (Wilkinson, 2012). The basic expertise is searched and a brief report is prepared. A large number of suggestions in this review are repetitive and shown in previous documents, like promoting reports, for collaboration amongst institutions, agencies, and employers. Workers specifically play a big part in developing necessary mechanism that is validated continuous development professionally. Hence, the workers work with others to create a system that is a benchmark to the occupation and the RCEs must work in a direction in spreading the information related to better practices (Wilkinson, 2012). The dimensions of the reviews gain high attention

and it was a plan to set a Centre for sustainable skills at community at National level. It must see to promote good expertise among all the persons who are involved in supplying, planning, and continuing communities (Dunleavy et al., 2006). Egan discussed that the Centre at national level must fulfil a high level focus in nation for development of skills and doing research. A group that is working from the review of Egan along with employees in the NRU was given the responsibility identifying the viability and position of the innovative centre. The idea of such a centre is highly innovative and alluring because it highlights the requirement for a system at national level of skills and training development for regeneration of communities (Dowlatshahi, 2005). It can also do a significant role as the lawyer for a change at the level of centre and can provide important emphasis to the job at local level for the RCEs (Farah, 2012). The reports reviewed in an article all point to the conclusion that a watershed has been reached in the education and training of those involved in community regeneration (Barss et al., 2009). All have highlighted in various ways the shortage of skilled practitioners entering the field and the absence of effective training mechanisms to ensure that an adequate number of practitioners are available to deliver the sustainable communities agenda. The point has been reached where there is a danger that demands made by the policy context outpace the supply of practitioners (Brandenburger, 2002). Further, it has been identified that the deciding answers bring into front the expertise about the deficit in skills are highly integrated, and education across discipline in academic institutions as well as regional and national centres are capable to meet the needs for skills and training with innovative supplies. So far together PAT 16 (2000) and the Knowledge curvature includes indications to the need to face administrative and proficient ethnicity so that latest variety of comfortable knowledge gain will be implanted in day to day life (Longley, 2005). The description of planned tasks for productive parts of the talent arguments is supplemented. Besides, the recent centralised or state institutes have been projected with a small suggestion for the way they can make an impact on official cultures and

behaviour. The suggestions and comments have been recurring and execution speed is slow (Rebecca, 2003). The created environment and officials have been forced and pushed to enhance staffing and to diminish their old way of structuring with motivating courses and disciplines to replicate variations, which are marked in official cultures (Beckley, 2004). Thus, universities are equally outdated in their provision of courses, the majority of which reflect long-established divisions of technical responsibility (Paul, 2011). Ways need to be found to encourage more integrated approaches to the built environment. While many high quality, integrated modules and courses are offered with interdisciplinary elements, most still socialise students into a particular professional worldview, such as Architecture, Planning or Estate Management. In a limited number of cases, joint awards are offered, involving accreditation by more than one professional body (Brandenburger, 2002).

Linkage between Professional Skills, Performance and Strategic Planning

The discussion of educational philosophies of skills development revealed considerable confusion in that the debate in higher education lacks agreed definitions and intellectual rigour (Wyatt, 2002). The theory of situated learning suggests that the learning process needs to be grounded in a thorough understanding of the social, cultural and policy context and that more effective learning takes place informally through knowledge transfer, learning by example and informal mechanisms such as work shadowing and mentoring (Iselin et al., 2008). It was noted earlier that the reports discussed here were silent about how learning takes place and the role that employers might play in encouraging staff to acquire and enhance new skills (Edward & Franklin, 2004). Perhaps one of the key roles to be played by the national Academy and the RCEs should be to define criteria for accrediting employers and partnership bodies as learning organisations. However, there are very few models of what a learning organisation in this context. In a recent survey of skills and recruitment, Regeneration & Renewal (2004) found that 70% of respondents said that

uncompetitive salaries were a major block to recruitment and 54% identified the lack of permanent posts as a major barrier to the recruitment of people with the right skills (Farah, 2012). This suggests there may be more fundamental reasons why insufficient highly skilled practitioners are attracted to the built environment professions (Lacey et al., 2012). One of the unspoken messages coming from the reports reviewed in this paper is that employers no longer consider it their role to develop the skills of their staff. This has been largely passed over to universities and now the RCEs. If, as academic sources suggest, learning is more effective in the work context, the regeneration industry should reclaim this responsibility and work closely with universities and other agencies to deliver new and innovative training packages (Executive, 2011). The empirical study described in this paper indicates that police investigation performance is positively influenced by the extent of information technology for knowledge management. Increased use of knowledge management technology in police investigations explains 59% of the related performance improvement. In the survey, information technology for knowledge management was organized according to the stages of growth model developed by one of the authors (Gottschalk, 2006). Knowledge work by detectives in police investigations can be supported at different levels. At the first level of end-user tools such as word processing, information technology was found to have a significant impact on investigation performance. At the second level of who-knows-what systems such as intranets, information technology was not found to have a significant impact (Chan, 2003). At the third level of what-they-know systems such as databases, information technology was found to have a significant impact. At the final level of how-they-think systems such as expert systems, information technology was not found to have a significant impact on investigation performance (Hursman, 2010). Police investigators have become used to end-user tools as indicated by the high average score. In police investigations, a substantial amount of paperwork is involved, which has

become more efficient and effective using information technology (Abdulla, 2007). Points at the work of submitting many forms, not only does this take a lot of time, which can have a negative impact on the officer's willingness to make his own interventions, it might also force the officer to have knowledge about which forms he has to handle in a specific situation and how to fill out different types of forms (Grivnaa et al., 2012). The need for this knowledge may increase the risk that the officer can forget to take some important actions in the investigation. It might simply be too much for the officer to remember to take actions that are appropriate for the situation (Barzelay & Campbell, 2003). An example is collecting important information from a witness for the coming investigation. It is a kind of mental overload. Having access to electronic tools that help register and organise information in terms of stages, III (three) systems and I (one) will reduce the risk of mental overload and thereby improve investigation performance (Abdulla, 2007). At stage I, mobile information and communication technologies were able to support both patrolling officers and detectives in effective ways, because the work practice is complex. Often, the officer will suddenly face a complicated situation of persons involved, which requires various types of knowledge. Having access to technology to enter case information (stage I) and retrieve information (stage III) will help investigations at the scene. Thus, the extent of who-knows-what systems will significantly influence police investigation performance, states Barss et al., (2008). It is argued that the extent of electronic access to other police officers that have relevant knowledge as well as electronic access to cooperating agencies (e.g. childcare institutions) will improve detectives' work. The lack of support for this hypothesis might be explained by the traditionally manual form of officer to officer communications as well as the lack of integration between policing systems. It might also be explained by a police culture, where values are primarily shared among close colleagues (Stenmark, 2011). Such that the extents of how-they-think systems will significantly influence police investigation performance. It is argued that the extent of

artificial intelligence will help solve cases. Furthermore, those applying stage IV systems to some extent did not report better performance than other detectives not applying such systems, indicating that the systems are not yet ready to help improve performance in terms of value shop activities. Aktouf (2005) found that degree of experience has a large impact on the performance of police officers, among other things because of the effect it has on police officers' motivation to take their own initiative. There was a significant correlation between the number of years of service and production. Additionally, years of experience influence police officers in such a way that more years of service result in a decrease in the number of own interventions, not an increase (Middle East, 2009). Considering the number of people working with information-technology-related issues within the police organisation, as well as the amount of investment in the development of information technology systems through purchases, education, support, and maintenance, it can be concluded that information technology systems are seen as an important key to success by decision-makers at high levels (Wilkinson, 2012). However, how important are information technology systems really for the police officers. Are there factors that are more important that influence the performance of police officers (Piatt, 2012). Many actors who have different demands on the tasks that are to be executed by police officers surround the profession of a police officer. Different norms and standards within the work practice are often in conflict with each other, usually caused by varying apprehensions of different tasks. Formal standards, such as legislation and regulation, form one type of standard. Another type consists of presentation standards, which regulate how the work practice should be presented to society (Poister, 2010). The presented reality can then develop into standards being effective within police work practice. The third type of standard that found contains those that arise within the police collective. These often have a great impact on the way in which tasks are performed (White, 2006). A way of viewing the relationship between the police and technology is to review

the progress made with respect to various existing types of technology. If the technology available to the police is clustered into ideal types, then there are five types of technology with salient features are currently in use: (1) mobile technology, (2) training technology, (3) transformative technology, (4) analytic technology, and (5) communicative technology. In future research, this kind of clustering might be matched into the stage of growth model presented in this paper. In particular, officer-to-application systems should be explored (Executive, 2011). According to a research undertaken by Dowlatshahi (2005), it indicates that the use of expert systems will increase the opportunity to get higher quality in the initial actions at the crime scene. The initial work, which is mostly done by officers in the uniform patrol division, has a considerable impact on the follow-up investigation. The opportunity in the initial investigation at the crime scene to get some important information will sometimes never occur again (Rice, 2008). Therefore, it isn't unusual that mistakes that happen in the initial work can never be repaired in the following investigation. In future research, the wider literature on knowledge management might be referenced, which will influence the design of future survey instruments and potentially provide additional depth to research results (Gurau, 2007). For example, the notions of tacit and explicit knowledge (White, 2006) and of knowledge and knowing are central to much of the current discussion of the knowledge management literature, the consideration of which might have informed the selection and choice of questions a systems approach (Gantt, 2010). One potential solution to the problem now confronting Government would be to recognise that public services are complex human activity systems that were not likely to be managed by the application of crude performance targets or the use of command and control methods (Borch, 2003). Unlike performance management a systems approach stresses the fundamental interconnectedness of services and recognises that incremental service improvements require not targets but long-term learning processes and where success is judged by service users not Governments (Wilkinson,

2012). A similar conclusion has been reached by Seddon who has argued that despite the Government's 'armies of auditors' directed at public services, it has no way of really knowing what levels of service are being achieved (Siddique, 2004). Rather than identifying levels of service, it measures activities and functions such as service response times or hospital waiting lists. (Loveday, 2005) argues that this is the opposite of joined-up management since the measures do not relate to overall purpose they cannot help providers to improve. In moving away from traditional command and control styles of management there is a further case for ending the current reliance on the application of performance targets. This also reflects the fact that performance management undermines both trust and autonomy within organisations that is subject to it (Vaughan, 2009). The issues of trust and autonomy have a continuing application within complex human activity systems where the delivery of face-to-face service can depend on discretionary behaviour that employers may find hard to specify and monitor. This might for instance include among service staff 'friendliness of response, willingness to listen or to suggest alternatives, or internally to share knowledge with colleagues. These are, it is argued, all aspects of performance that cannot be commanded by the employer, only given by the employee (Garg, 2003). In place of the command and control approach there is a growing case for developing within a systems approach a 'high performance model' for public services (Alpkan, 2005). Here the dynamism for high performance is not imposed externally but is generated from within the organisation. As has been argued, there is a need for public sector managers to develop their own approaches to improving quality and service levels, which, if encouraged, would also help turn 'the rhetoric of localism and autonomy into reality (Lewis, 2008).

The development of a 'systems approach' to public service management would allow for local managerial discretion, autonomy and the re-establishment of trust (Seville, 2011). An example of a systems approach has most recently been developed within the context of new 'neighbourhood policing' strategies to

which most police forces have now signed up. In developing their 'Citizen Focus Process Model' Rice, (2008) has for example, established a framework for 'Effective Future Policing' which is directed to service delivery within a Partnership and Neighbourhood Policing context. The Citizen Focus Process Model highlights the importance of the local environment for effective future policing (Gudmundsen, 2009). It also provides, within a systems approach, a local feedback mechanism that in turn generates additional inputs in to the Citizen Focus Process. This model emphasises the significance of local environments to policing while also encouraging an assessment of outcomes rather than outputs (Dowlatshahi, 2005). A 'systems model' such as that identified by Dowlatshahi (2005) would currently fit well within the new horizons for local policing now identified by a major police association. The Police Superintendents Association has for example, unequivocally stated that, within the Partnership arrangements established by the Crime and Disorder Act 1998, effective local policing depends most critically on shared boundaries with local authorities (Iselin et al., 2008). The same Association has also argued for delegated budgets to the BCU and for the local authority to be closely involved in the selection and appointment of local police commanders. In this context, 'going local' would bring a number of benefits (Bailey, 2005). Currently entirely absent within externally generated police performance regimes is any sense of perceived ownership of performance measures as applied to the police organisation. Along with that is a perception that the measures often lack local relevance (Wilkinson, 2012). This could be expected to be quickly remedied by the development of local policing within a systems model.

All of this might suggest the need for a further re-examination of the determinants of effective local policing. Bayley's 'hard and direct' police indicators encompass crime rates and criminal victimisations but extend well beyond that to include (local) 'real estate values', 'public utilisation of common space', 'commercial activity' and the 'number of community problems solved' (Abdulla, 2007). The development and implementation of

performance measures around matters of immediate local concern would also be built on effective local partnership arrangements. It would also be based on an assessment of 'outcomes' of police activity in relation to partner services, rather than the simplistic measurement of police 'outputs' (Marks, 2011). For a systems approach to policing to develop, much will inevitably depend on decisions taken by Government. Currently the power relationship between centre and local service providers established over the last 20 years does not currently appear amenable to change. A high-performance public service model based on autonomy and trust requires the Government to relinquish control of local services. However, as has been argued, one clear feature of the Government's approach is that it shows a remarkable consistency in 'not letting go' of local services. It is clear that real improvement in service delivery within both the police and other public services will be only likely to occur because of Government 'switching off centrally set targets' (Sanchez, 2010). Unfortunately, the evidence to date suggests that relinquishing control of local services does not form a part of New Labour's political vocabulary. Indeed, in its third term of office there is every expectation that the Government could prove to be yet more intrusive as it continues to pursue its commitment to 'driving up' performance in public services (Executive, 2011).

The model of Porter states about the competitiveness of each firm, especially higher than any game theory. However, such behaviour of a firm is identified as generic at the highest extent of the process of strategy planning and implementation (Abdulla, 2007). In order to be victorious in the search of one of the suggested strategies that are common firms must fulfil certain requirements. Nevertheless, the model is quite common as it include number of dimensions and situations for a firm into the three common approaches towards strategies with five options that are suggested to a particular option of the strategy. However, contrary to this, it was found that usage of resources should be done in order to make firms to be able to approach and attain competitive edge (Hursman, 2010). Hence, all these

inferences suggest that balancing characteristic to the theoretical model of game and the resource-based approach are highly important. The benefits of initiating with the model of the Porter are that the achieved knowledge from the implementation will help in supporting a useful base. For additional search along the directions of a wider approach that is contextual on a particular game theory or a highly descriptive approach that is intra-firm based on the perspective of resource-based perspective or a variant that is knowledge-based (Dowlatshahi, 2005).

The Structure-Conduct-Performance as a traditional and initial concept, the latest Organisation based Industrial and Theory of Games, the Perspective that is Resource-Based and the process of market all the methods lead to the behaviour or conduct of a firm that is competitive. These were all evaluated based on their similarities, relations, and differences, with the centre of focus on Porter's model (Adner, 2003). The background of the aggressive schemes of a firm in analysis of Porter model includes competitive forces that contain five forces that are considered competitive. They are: (1) intensity of rivalry, (2) substitute products, and its pressure, (3) threat of new entry, (4) bargaining power of suppliers, and (5) bargaining power of buyers. As per the studies of Porter, the combined effects of such forces describe the intensity of industries rivalry and standard productivity. The model was also identified as including the major options of strategy that an organisation conducts not concerned about the kind of firm and its business (White, 2006). The two major factors in this model that can be in the form of differentiation and lesser costs and targets that are strategic. This is identified with respect to geographic market, areas, segments supported, or varieties of goods or products offered. The three strategies and professional skills that are recommended by Porter are differentiation, lower cost, and major focus (Wilkinson, 2012). This emphasis is identified to be of mainly three types again that consists of focus towards cost, focus towards differentiation, all along with this directed towards differentiation, and cost focus.

The alternative that is not suggested is observed as the most poor position of the firm strategically as known as a position of caught in between. The suggested actions helps the firm to grow however the not suggested strategies offers firm to lead to poor results. In addition to this model of Porter is suggested as an intuitive and comfortable method to evaluate and to analyze the aggressive behaviour of a firm for many causes. These factors are the fame, structure that is designed properly, viability, simplicity, clarity, simplification, and balancing role to two other major methods to evaluate at the overall level. The simplest examples of inter-organisational dependence are non-competitive environments where goals are mutually shared and performance impacts are distributed across entities in the environment. However, it can be more complex where agencies have little choice in organisational goals or the methods by which they achieve those goals. The management of inter organisational networks and consequential dependencies may be an issue of survival. Prior work has identified managerial influences, pressures to legitimize, and 'marketwise' government activities in a way that remains consistent with observations of a corporatized public sector. However, trends such as reintegration, joined-up government, whole of-government and network management, pose major problems for performance measurement. As agencies share the task and responsibility load, so they become more dependent on each other for information, direction, and execution. In this context, the measurement of individual agency performance becomes more difficult. Growing recognition of the importance of networks and inter-organisational dependencies have led to calls for further research into how conditions of dependence affect the way performance is reported could be improved. One approach to categorizing performance indicators that has seen significant attention in prior literature involves framing performance indicators in terms of a performance measurement system. These system-based approaches classify performance indicators into four major categories: (1) input, (2) process, (3) output, and (4) outcome measures. Under this literature, inputs are defined as 'what is required

to perform activities', processes or activities as 'what is undertaken to deliver services', outputs as 'the services actually delivered' and outcomes as 'the impact of service delivery'. The persistence of input focused performance measures. The measurement of systems and processes illustrates the use of output measures. However, convenient and insightful Porter's model is a beneficial method identify that the performance of the firm is good or not. It is important not only to focus on the findings of the research that is evaluated but also to evaluate the concepts and development of model of Porter as well as the method established for study (Barzelay & Campbell, 2003). The experience of strategy implementation is a term that has been given a number of meanings in the existing studies. Implementation is a process identified and practiced by management to apply intended change in a firm. Execution is the procedure of attaining suitable and dedicated utilisation of an innovation by focussed members of organisations (Wilkinson, 2012). The process of innovation is absorbed in the behaviour of organisations to an extent. Few researchers identify implementation as complete when the transition occurs from one phase to another phase (Siringa, 2008). However, other people find it operates until the desired returns are obtained or not. When a strategy for reduction of crime was applied in United Kingdom, the hurdles that mediated application were divided into three points/concepts. Porter outlines that the worst position for a firm is to be 'stuck in the middle', in other words, trying to pursue simultaneously more than one competitive strategy. He considers that each type of competitive advantage is independent and specific, and any attempt to combine low cost leadership and differentiation skills leads the firm's management in conflicting directions (Aktouf, 2005). It can be argued that in the present market environment, in which the competitive pressures have multiplied substantially, this argument has lost some of its appeal. Nowadays, some highly differentiated firms are forced to reduce prices to sell their merchandise, because of the fierce competition developed within their strategic group. On the

other hand, the classification of Porter is not integrating the element of customer relationship in the three alternative strategies. Porter's definition of generic strategies was largely based on the analysis of large corporations, acting in mature markets. His work provided a clear image of the essential activities of firms, states Bailey (2005), which integrated into a vertical chain of economic processes that include suppliers, manufacturing and commercial organisations, and, finally, customers. In comparison with the previous economic models that considered the business activity in the context of atomised markets, Porter's model is more realistic, focusing on large organisations that shape many industries as monopolies or oligopolies. Aktouf (2005) interprets the success of this strategic model in the light of the insecurity facing the managers during the strategic planning process. The clearly defined generic strategies, and the analytical approach to strategic planning and implementation, provide a solid basis for managerial discourse and legitimisation. Despite its significant contributions, generic strategy research was criticised for presenting general typologies, which are not considered in the context of different market environments, with a limited practical application because of their simplicity and rigidity. For example, some authors argued that the strategic framework is different in the highly fragmented markets of the retailing sector, or for SMEs (Alpkan et al. 2005). A number of empirical studies have directly contradicted the validity of these generic strategies. Research undertaken by Alpkan et al., (2005) showed that, in the context of small Turkish firms, the generic strategies are not alternative to each other. Their results confirmed previous studies that demonstrated that a firm could follow both low cost and differentiation strategies simultaneously and profitably. Based on their analysis of empirical data, state that the possible coexistence of the two main generic strategies - low cost and differentiation – are explained by the fact that industry characteristics are the determinants of cost, while the determinants of differentiation are based on market characteristics. In the research undertaken by Oliver (2008), he reaches a more radical conclusion in their

analysis of various Generic Strategies clusters. They argue that Porter's model "does not describe/fit empirical reality, and provides no support for the notion that these generic strategies are routes to superior profit. Aktouf et al., (2005) also adopt a radical position, criticising the epistemological basis of Porter's theories, considered to be based on vaguely developed concepts and forced generalisations of particular competitive situations. Other criticisms of Porter's model reflect a different strategic approach, based on various schools of management thought. The resource-based perspective argues that the strategic analysis should focus more on the key resources that allow the firms to attain a specific competitive advantage, rather than on product-market positioning. On the other hand, Botten and McManus (1999) attack the rigid determinism of generic strategies, considering that strategy is rather an emergent process, based on trial and error (Quinton, 2004). Finally, the exponents of the game theory emphasise the limited value of competitive strategies in complex and dynamic market environments, and outline the importance of collaborative strategies in creating better results for business partners. According to Vaughan (2009), he emphasises that the bases for generic strategies are the main sources of competitive advantage. However, Porter's theory fails to acknowledge that the sources of organisational competitive advantage might change in time, and therefore that the theory will have to be developed and re-interpreted in the light of new competitive conditions. A number of authors, both academics and practitioners, have emphasised the incapacity of Porter's theories to integrate and explain the new market forces that reshaped the competitive conditions and management practices in the 21st century. Brandenburger (2002) states in his article 'Beyond Porter' that the strategic concepts developed by Porter are no longer applicable directly. Nowadays, it is not enough anymore to position oneself as a cost or quality leader, but rather to leverage all your strategic advantages in order to develop lasting relationships with increasingly knowledgeable customers. Despite its limitations, Porter's models are still valuable tools for managers in

their attempt to analyse the competitive market environment and design effective strategies (Sa, 2013). However, it is important to apply these models having a clear understanding of their shortcomings and to take into account alternative models or analytic frameworks, which can complement the Porter's vision of generic competitive forces and strategies.

Gaps in Previous Research

Most of the available empirical research and literature regarding the implementation of strategic planning and the success factors are available for private sector organisations. The strategic planning has been somewhat under-researched in public sector organisations. Most of the literature is based on a general view of the differences that are specific to public sector agencies and analyzing the needs of the organisation. The empirical research of Hendrick (2003); Gottschalk and Gudmundsen (2008); Williams and Lewis (2008) Greg Pulaski, (2013); and Sa (2013) focussed on challenges posed by public service agencies. All these researchers suggested that public sector organisations are different from the private sector organisations and hence the success of strategic management or strategic planning depends on minimising those differences. Williams and Lewis (2008), however, suggested adaptability of strategic planning process to meet the specific needs of the public sector organisations.

Interestingly, none of these works, however, identified and evaluated relevant factors necessary for the successful implementation of strategic planning process in practice. Also, much of the literature failed to consider the professional skills that a government employee or public service agent need to develop in order to successfully implement the Strategic management system and meet the performance targets. There was lack of case study approach in the previous literature on strategic management. Thus, this study fills that gap by using the case study method for the research which helps in identifying the practical challenges that public service agencies faced during the strategy implementation. The available literature review focuses on the broad terms of strategic planning and misses the critical success factors. This research, therefore,

focuses on strategic factors which are necessary to implement strategies across the public sector agencies. During the extensive literature review, some of the common strategic factors and themes that were common for implementing strategies emerged. A theoretical framework of the critical success factors is developed during the current research.

The literature review suggested that police officers are expected to possess certain professional skills which help in achieving the performance goals as well as meet the strategic goals. As very little is known about the significance of the professional skills and what are those specific skills that can help police officers succeed in meeting their performance targets as well as deliver better services to the citizens, the current study proposes a theoretical model of the skills relevant to the police profession in the UAE especially Abu Dhabi. However, the result of this study will contribute mainly in enhancing the status of applying and implementing the strategic planning on almost all the institutions that are managed by the Ministry of Interior (MOI), UAE, since these results reflect the experience of AD police in the strategic planning field.

The Practical Applicability of the Model from a Managerial Perspective

Drawing from the previous studies, it is contended that there is a strong positive relation between strategy and performance and this has been the subject of research over a long period of time, and findings support the positive relationship between the two (Shahin, 2011). However, the present thesis suggests a strong linkage between professional skills and strategic planning on one hand and organisational performance on the other. Looking at the gaps that have emerged from the literature review, the researcher has proposed a framework (*as shown in Fig.1, below*) that includes: (i) identifying the critical success factors for the implementation of strategies (ii) studying the inter-relationship between professional skills and strategy implementation (iii) analysing the impact of this inter-relationship on organisational performance. This framework justifies the aim of thesis which is to improve the understanding of key success factors related to

the strategic planning implementation and the professional skills required on one hand, and the degree to which professional skills influence the performance of AD Police GHQ towards better

practices of strategic planning. This framework will be analysed through testable hypothesis which are/were discussed previously.

Fig. 1: Proposed Framework



Fig. 2: Identifying Critical Success Factors using Porter’s Value chain model



In order to identify and develop critical success factors, the researcher will use Porter’s value chain model (as shown in Fig.2, above), which has been very popular and widely used in private sector organisations. The model represents the relationship between inputs, processes, and outputs of an organisation’s products and services. In private sector, the value is created by way of products, but in case of the public sector, the value is created by way of public value (Shahin, 2011). The value chain framework has practical applicability in the public sector with

respect to stakeholder and public value creation (Williams & Lewis, 2008). The researcher contends that value chain model will help in understanding how value is generated at each level of police department in Abu Dhabi and how the citizens benefit from this public value. Value chain framework also helps in understanding the inter-relationship between internal and external environment while creating value for different stakeholders within and outside an organisation. Citizens are the most important stakeholder, and therefore, it is

important to understand how value is created for citizens and how internal stakeholders help enhance customer satisfaction. Although, the importance of customer satisfaction is well-documented in private sector, it is equally important in public sector as well (Williams & Lewis, 2008). Porter's value framework helps in increasing the valuable market relationships and assist in both areas of business to business and business to customer transactions involved in the market. Although, government agencies do not work for profit or increasing investment, yet government agencies are becoming cost effective and emphasising the need for better service delivery. Thus, value chain framework helps public sector in making strategic choices and improve service delivery by focusing on values and processes rather than the tasks and functions. The role of managers in public agencies is to develop collaboration and communication within the network of stakeholders in order to provide citizens the best service. Thus, strengthening relationship among internal stakeholders is an important strategic choice that can enhance the customer/citizen experiences. A firm can engage into personalised communication with customers through support services and this is the basis of long-term relationship between a firm and customers. The personalised marketing strategy can be used in a firm to provide services that meet the specific needs of an individual. Personalised marketing makes the interactive communication with each customer a strategic necessity, which can be used to understand the needs of customers and meet their needs appropriately. Often, this type of strategy is adopted in firms where information technology applications and e-services are offered. When an organisation adopts such strategies, the focus shifts from processes to customers and improving the relationship with the customers becomes the strategic objective of an organization (Gurau, 2007: 377). Thus, porter's value chain model can be used to meet the needs of citizens of Abu Dhabi who can then be delivered exceptional services by Abu Dhabi Police. Thus, values can be created by the synergistic combination of all the stakeholders including customers. Although this study has a theoretical focus, the Porter's value

chain model has a direct practical applicability in the present competitive environment. Both academic and professional studies (White, 2006) have emphasised lately the increased complexity and dynamism of the market environment, which creates a need for stronger, closer, long-term relationships with customers, in order to build a competitive advantage based on customer loyalty. Value chain framework can be used in Abu Dhabi Police to understand how the strategies are implemented by the police officers across all levels and how do they create public value. By focussing on the value added or created by different police officers at different levels, the key professional skills that are needed for successful implementation of strategies can be determined and critical success factors of strategic planning implementation can be identified and developed.

The progression of various marketing strategies from 'weak' to 'strong' customer relationships does not represent a value judgement. No strategy is better than the other is in absolute terms, and only by carefully analysing the company, the customers, and the competitive environment, a manager will be able to decide which specific strategy is more appropriate for its firm (Alpkan, 2005). In this process of analysis, the managerial team should start with a detailed audit of company's assets, states Oliver (2008). The specific activity of the firm (production or services), its size (small, medium or large), its corporate culture (adhocracy, clan, market or hierarchy) and its market approach based on a specific internal expertise and/or competitive advantage, will indicate the best strategic choice for the firm, and consequently, the most appropriate relationship to be build with the targeted customers (Executive, 2011). Finally, this strategic choice needs to be verified against the profile and demands of company's customers, and in relation with the specific competitive environment in which the firm develops its strategic activities (Wilkinson, 2012).

The influence of firm's competitive advantage on strategy choice and implementation is important. However, the existent framework of strategic analysis has to be adapted to the new realities of the 21st century, when any

competitive company should adopt a customer-centred approach. From this new perspective, the competitive value of an internal skill or resource is variable, depending on its capacity to enhance, or not, the long-term relationship between a company and its customers (Piatt, 2012). This paper outlines some of the limitations of the Porter's model of generic strategies, mostly determined by the continuous evolution of competitive conditions and of the sources of competitive advantage. In the market configuration of the 21st century, characterised by digitalisation, globalisation and deregulation, the strategic approach of the company must integrate the capacity to develop and maintain mutually beneficial relationships with its most profitable clients (Sa, 2013). This study has a number of limitations determined by the applied research methodology. Firstly, only secondary sources were used to identify and assess the existing limitations of Porter's model (Lewis, 2005). The strategic framework based on market relationships is purely a theoretical construct that needs to be validated by business practitioners, while its applicability to various economic sectors has to be investigated. Secondly, the paper does not discuss in detail the link between various sources of competitive advantage and the generic strategies that can be adopted by the firm. Future studies should address this limitation, using the resource-based framework of analysis. Thirdly, this study does not indicate any of the challenges or best practices in implementing these generic strategies. Since the full development of the organisational competitive advantage depends also on the success of strategy implementation, this research area presents an utmost importance for professional managers (Roberts, 2000). Despite its limitations, this study attempted to present an original reinterpretation of Porter's generic strategies from a market relationship perspective. Future developments of this theoretical model should take into account not only individual or organisational customers, but rather all the categories of stakeholders that might influence the strategic approach of a firm (Roberts, 2000). Multi-perspective strategic goal setting and performance reporting systems have become

popular in recent times. The most common variant of such systems, the Balanced Scorecard (BSC), was created by Kaplan and Norton (1992), and has received substantial and increasing attention since then (Mintzberg, 1994; Moore, 1995). Multi-perspective strategic goal setting and performance reporting systems have become popular in recent times. These systems do not include information about the drivers of future financial performance, such as customer satisfaction, internal process efficiency, and employee morale and capabilities. The critics refer to recent major corporate collapses in which 'good' financial performance (according to traditional, audited reports) was quickly followed by company failure (Wilkinson, 2012). However, there is much that we do not know about the extent to which the BSC and related systems affect organisational performance. Other than that, and the most important one is about how such a relationship is affected by other organisational and environmental variables, states Abdulla (2007). Thus, the motivation for this research comes from the fact that multi-perspective systems are important, and that much research is needed in the area. Specific objectives of the study is to evaluate multi-perspective systems and investigate if the strength of the alignment of the strategic goals and the performance reporting system is positively related to organisational performance, investigate the dimensions of performance reporting and organisational performance and explore the relationship between multi-dimensional performance reporting and organisational performance (Executive, 2011). Indeed, the one variable that is significantly correlated with profitability in the heterogeneous industries is advertising intensity, which is often interpreted as a component of entry barriers. However, the assumed exogenous nature of structure has often been an object of the critique of SCP since it is believed that, in practice, firms' actions (conduct) and profitability (performance) are considered to influence market structure. More recent extensions to account for endogeneity include efforts to divide entry barriers into exogenous and endogenous. For example lists 14 factors as the common cause of entry barriers. Exogenous

(economic or intrinsic) causes of barriers include capital requirements, economies of scale, product differentiation, absolute cost advantages, diversification, research and development intensity, high durability of firm-specific capital, and vertical integration (Ahmed & Newson-Smith, 2010).

There are a number of reasons for using Porter's model to evaluate firms' competitive behaviour. The first is its popularity. Porter, and especially his 1980 model, has had a major impact on the area of business strategy and on the field of industrial economics as well. The second reason for using Porter's model is its well-defined structure. By looking at the framework of three generic strategies, we see that the concept of competitive advantage and strategy has been explained within a well structured setting (Executive, 2011). The model presents a "general rule" for a firm's strategy. It is contended that firms that follow the rule or the recommended strategy will attain competitive advantage and perform better than firms that do not. The benefit of using a well-structured model for analysing the competitive advantage of firms is that it provides some criteria or benchmarks against which firms can be easily analysed and compared in expositional situations (Truss, 2001). The trade-off between simplicity and representation is a subject of debate in every science, but the relatively low confidence in finding universal and permanent laws governing the nature of social phenomena can make this issue more debatable in economics, and even more so in business studies (Stenmark, 2011). Although it is through empirical analyses that models are assessed in terms of their ability to capture the essence of a more complex reality, a simple and general model remains desirable in every field. The final reason is what we would call the model's complementary role to two other approaches of competitive advantage of firms. As argued in the previous section, in our view Porter's model represents a rather high degree detail in the specification and explanation of firms' competitive behaviour (Sa, 2013). While game theoretic models are concerned with even broader consideration of strategy, they do not generally engage in a detailed explanation of the specific actions of

firms while choosing one action in the tree of the game (Executive, 2011). There are, of course, studies within game theory that do consider detailed actions of firms' competitive behaviour, but as an overall approach to strategy, it is more concerned with the context of competition rather than competitive actions, per se.

Furthermore, studying managerial practices in this way not only informs us of what constitutes the professional practice of strategizing but also provides a better view of the skills and abilities that managers at different levels draw upon when doing strategy (Dubois, 2002). According to Nordqvist, strategic planning champions need to understand and respect the specific values, interests, and concerns that form the rules of the game of the work done by strategy practitioners. The strategic skills and abilities described are generally less related to the strategists' formal roles than to their informal activities through which they make sense of changes, influence them, or use their networks (Oliver, 2008). Nonetheless, strategy-as-practice research that takes this view of practice generally emphasizes the role of the individual and its conscious and purposeful action related to strategy making. Second, some authors are less interested in managerial practice and more concerned with the various sets of relational, discursive, and material tools related to strategy formation (Wilkinson, 2012). Here, "practices" (generally used, in this view, in the plural, in contrast to the previous view in which the singular form was used) are mainly associated with the procedures, norms, and traditions by which strategy is actively accomplished. (Beckley, 2004) were among the first authors to attract attention to the narrative nature of strategy texts and the authoring processes of strategic sense making tools. In the wake of their inspiring paper, some authors in strategy-as-practice research have started to look at the role of workshops and meetings in shaping stability and change. Others have investigated the discursive practices of strategic planning in order to better understand how plans are discursively constituted and negotiated. There is also currently a burgeoning interest in the study of strategy tools and their facilitation of the work of strategists (Kaplan, 2011). The view of

practices as a set of tools provides a stronger comprehension of the informal procedures of strategic planning and of how standardized sets of practices are produced within particular settings. For example, we know, as Vaughan (2009) showed that strategy texts are negotiated through a cumulative cycle of talk and texts. We also know that strategy texts have a specific genre (Bailey, 2005); they are future-oriented, as they are anchored in a directional discourse, and they tend to optimistically portray a bright future. Rather than showing how being a strategist is a matter of individual accomplishment, the view of practices being a set of tools proposes to explain how these practices (workshops, plans, tools) draw upon, interpret and sometimes challenge the organisational strategy. Hendry (2000) was one of the first authors to invite researchers to consider strategic decision-making as a social practice instead of a management technique. He stressed the fact that, like any other social practice, strategy takes its meaning from the social context in which it evolves. By analysing conversations between strategists, he studied the sequential turns and revealed the socio-linguistic procedures by which actors construct a common meaning of markets and environments. Renewed interest in the role of the middle manager by recognizing the importance their knowledge of the constraints of a given situation and the discretion they have to implement change. In looking at how managers and others perform strategy, the view of practice as social knowledge aims to highlight the contextual and hidden characteristics of strategy making rather than to provide general expertise and proposals for becoming an effective strategist (Holgerson, 2005). Even though a lot of strategy-as-practice researchers use the social practice label, very few of them so far have been able to study the doing of strategy in the real sense of the practice turn in the social sciences. Under the practice turn lens, practice cannot be defined only by the organisational or strategic function. It also has to be defined by the “doing” of society (Marks, 2011), and urged strategy-as-practice researchers to connect the detailed activity of individual practitioners with broader societal phenomena, as it was examined how strategic

sense making is produced and reproduced daily and anchored in managers’ tacit knowledge of their broader social context (Sa, 2013).

The view of practice as knowledge invites the strategy as-practice researcher to redirect attention towards the collective stock of knowledge that is a precondition for action and activities instead of looking at managerial action or the set of activities in which strategy making is entangled (Brandenburger, 2002). A view of practice as knowledge looks for the ordinary practical reasoning by which practices are interconnected with one another and reproduce social life in organisations (Hatry, 2002). The fourth and fifth views of practice are, respectively, turned towards the investigation of strategy making at the level of the firm and on an extra organisational level (Edward & Haist, 2004). Instead of asking what strategists do, how they do it and why they do it the way that they do the fourth view of practice concerns the organisational consequences of strategists’ actions and activities during strategy making. In 1985, Mintzberg and Waters proposed an integrative method of thinking about how strategies are formed in organisations (Mintzberg, 1994). The underlying view of practice is that organisational practices, such as processes, organisational routines and capabilities, are the roots of strategic advantage (Marks, 2011). For example, showed how the inter-team coordination in two financial organisations increased customer satisfaction and thus reinforced their competitive advantage. Examined the micro-foundations of strategy dynamics and demonstrated that, along with organisational practices, socio-cultural embeddedness, social interactions and the inclusion of multiple imaginative strategists are all important in the construction of unique organisational assets (Gurau, 2007).

Furthermore, it was found that police culture is mostly completely responsible for his/her own activities that lead to stronger focus on individualism. Openness versus privacy is a dimension that is meant to collect how officers apply or give importance to the social situations of the unit (Sanchez, 2010). Police culture is identified as a determining factor of intellectual implementation of strategy. It was evaluated

that to what levels the unit of police officers was characterised by intimacy and openness. Cooperation and competition was evaluated and it was stated that all like highly close colleagues and cooperation between them. At the same moment, detectives are efficient in finding solutions and clues to the crime that occurred (Lacey, 2012). They have strong intentions to find results. This attitude provokes individual and group or divisions competitions. When compared in terms of relationships and tasks, it continuously faces varieties of evaluations of organisational culture (Bailey, 2005). The members of units from police mostly demonstrated a clear preference for orientation towards task. This inclination is understood in the perspective of the strong inclination of the officers in professional issues and the chance they are provided for development of individuals. The emphasis on result and action reinforces the strategy. Individual creativity and firm leader measures management style, here the leader of investigation leader will be the boss as a strong head. Police culture traditionally promotes strong managerial cultures (Kiely, 2002). The police hierarchy also shows a tradition where the senior officers of investigation make decisions. Balance of work and spare time is a very interesting culture dimension in all kinds of managers and professionals. Detectives tend to be highly energetic in their jobs (Kapusta et al., 2010). Detectives might tend to be very enthusiastic about their work, their different field and work culture. This causes an imbalance towards work (Executive, 2011). The main characteristic of the culture of the organisation in the police is to consider police work as more than simply an ordinary job. Joining police is a life style, however, may have a big family too. This factor works opposite to the description that police work is a lifestyle (Stenmark, 2011). In addition to this, a great number of police officers take part in outdoor life, sports and organisational activities as well as taking duties (Gudmundsen, 2009). Long term and short-term differences, a police search is described as directed by situations and distributed information. This shows that very in-depth planning is not important here and

emphasis is on short-term (Longley, 2005). Hence, this might develop a culture of having short-term focus, quick results, and fast solutions. However, detectives give importance to decision-making process characterised by a long-term perspective. For example, it takes longer duration to be trained up to the certification or approval of a senior officer who investigates in United Kingdom. Planning and action orientation is another dimension, which is evaluated to find out differences among managers and non-managers (Adner, 2003). One of the studies evaluated police officers who patrol from those who belong to the cadre of management with highly different cultures in the groups identified. Those police officers that do not have managerial position show a normal tendency of disregard for executives or managers as these people have lost the practical knowledge of policing (White, 2006). However, all these dimensions were studied in relation with the extent of implementation of strategy that was evaluated in four different forms. The first dimension was found as tasks that are expected to be finished by given time and it distinguishes the task of police for each given date (Sanchez, 2010). The rate of implementation was evaluated to the end by projects in the tactics and it was divided by the time sphere percentage that was expired. The level to which the action has been finished within time and budget with the results that was looked-for instead of deviations during the phase of application to satisfy everyone who is involved. The last identified factor was how much all the independent variables are responsible in contributing to the performance of the organisation (Song, 2011). This fact is measured with the factors such as reduced rate of crime, increased rates of success, decreased consumption of resources and better sharing of knowledge. It is required to improve strategy implementation in implementation of rural legislation and policing that has been emphasised by experts. Implementation is very important due to many reasons as failures to run a strategy leads to losing opportunities, dedication, resource wastage and organisational units that are incompatible (Borch, 2003). It also describes the level to which the objectives are

determined by strategies. In addition to this, it leaves the officers from police department reluctant and dissatisfied to continue during strategic planning work. Lack of application develops disputes or problems leading to setting and holding priorities in future planning of strategies. Hence, it was identified that one of the determining factors of the level of implementation of strategies is culture of police (Executive, 2011). The major job of police differs in techniques in conceptual target, comparative analysis, and in-depth analysis. Another study conducted on American and Scottish police and their comparative analysis it was found that enforcement of law and peace were observed as two major roles of Police (Rice, 2008).

In another study conducted on urban and rural English forces found higher reliance on other executives, who belong to the urban force here public was observed as uncooperative. Here vehicle of police and their radio becomes primary instruments (Oliver, 2008). In comparison to this the force from the rural area was seen as less reliant on other executives and higher on public that is less concerned with risk, action, crime fighting, and excitement. However, the practical application of such a model in the region needs localised strategy functions. Hence, all these studies identify requirement for better application of strategy in enforcing law, and functions of police. This is given importance by practitioners and scholars. Simultaneously implementation of strategy suffers from lack of attention academically. The implementation of strategy is very important still more focus is given in some of the literature to development of strategies. However, in a study analysis and evaluation of professional skills required in strategy formulation and development is done to find out the most important factors needed for success of strategies in Police Headquarters (Abdulla, 2007).

Standing Up to the Executive Stress Test

Has the executive had to overcome personal and professional challenges, those events that toughen and inform the decision-making needed to thrive? Thus, fully understanding the global geopolitical ecosystem is also a key without knowledge of different national political systems, regulatory networks and business

cultures, an executive is working at a disadvantage. There also should be a willingness to scrap old business models and adapt businesses to meet emerging market demands is vital.

Being able to innovate through productivity gains is important, and a little tricky. With the economy starting to revive, leaders across all industries must figure out how to genuinely innovate in order to separate themselves from the herd. Having a purpose, defining what works best and building alliances with other networks and businesses can elevate a company's success rate. Taking governance seriously is critical. Embrace governance in an open and transparent manner in order to effectively manage their constituencies. As companies move from a survival mentality to focus on growth and longer-term investment. The new reality of post-crisis leadership - driven by a greater understanding of risk and the interconnectedness of the global economy - requires an evolving set of skills.

This study indicates that physical skills are indeed an important factor in police work, and it introduces a more nuanced knowledge of the field (Iselin et al., 2008). We have seen that physical skills are necessary when the police use physical force, even if it seems to occur relatively infrequently. Furthermore, it may also be the case that other duties require physical skills, such as running, climbing, and endurance, although such observations did not take place. The police will also sometimes carry heavy physical skills and work performance in policing (Kapusta et al., 2010) equipment and weapons, which requires certain stamina and endurance. Patrols at night-time and shift work seem to be very exhausting. We have seen the police themselves point out how engaging in physical activity that is exercise, can help to reduce the physical consequences of shift work (Farah, 2012). When most police work seems to be relatively sedentary, physical activity is evidently a necessity for maintaining operational skills. The study has shown that police report that having good physical skills gives them confidence and security in their interactions with the public. Physical skills are a resource not only ensuring that the police can undertake physically

demanding missions if they must, but also making the police generally more confident in their role as police officers (Gantt, 2010). It is important that the police districts contribute to organising physical exercise during work time so police officers do get this opportunity to train. Research has shown that arrest techniques involve physical skill that seems to be relatively poor among many police officers (Griffin, 2004). By providing better possibilities for physical exercise during working hours, the police have a unique opportunity to enhance the skills used in arrest techniques. Training arrest techniques also improves strength, flexibility and endurance (Longley, 2005).

Conclusion

The basic concept of strategy and its evolution from the olden times to the most modern concepts were covered and discussed. Against this backdrop several strategic planning models were studied along with the critical evaluation of all those models. Specific models were studied in the context of public sector, since the study focuses on public sector organisation. The main models that were reviewed were Ansoff model, Porter's strategies, and Mintzberg's model and Balanced Scorecard framework. The role of the strategy practices in enhancing the performance as well as fostering the innovation in an organisation was also reviewed with special reference to the public sector. The role of ERP in strategy implementation was studied. The effectiveness of strategic planning practice was studied in depth highlighting the benefits of the strategy implementation in public agencies such as police department. Also, the literature on strategy implementation in different countries is covered with special focus on developing countries in Middle Eastern and GCC region.

It can also be concluded that review of available literature suggests that few studies have been conducted on professional skills and implementation of these skills in Police department. In addition to this, some of the studies were focussed towards planning of strategies in Police. It also discussed difference between police and detectives. Discussion was done about significance of strategy and its relationship with performance of an

organisation. In addition to this, discussions about skills required performing and its relationship with performance of an organisation was studied. A brief history of strategic planning was discussed at general level and in specific to AD (Vaughan, 2009). Afterwards, to acquire in depth knowledge on strategic planning and its implementation in different areas had been reviewed and discussed by supporting and explaining the concept with aid of real life examples from AD and several other developing and developed countries. There was a discussion of different strategic theories such as - resource innovation theory, which helped to acquire better strategic planning and implementation. In addition, different key success factors involved in strategic planning and its performance were highlighted. It was further explained by stating the success stories of renowned organisations which they had experienced due to strategic planning and its implementation.

Furthermore, the existing literature and theory proves that there is a significant effect of implementing strategic planning in AD Police GHQ. Additionally, there are several benefits attached with implementation of strategic planning in AD Police GHQ and this view is supported by examples from developed economies such as United Kingdom and United States of America. It is believed if AD Police GHQ successfully adopt strategic planning there will be decrease in crime rate and there would be more productive and effect outcomes for economy as a whole. Furthermore, required professional skills that can influence strategic planning in AD Police GHQ have been discussed. The existing literature explains that Police should protect the life of individuals and should always be prepared for unforeseen circumstances and especially delegation and commandments by Police should be obeyed. There is also discussion on the key success factors which can improve the relationships between strategic planning and professional skills in AD Police GHQ. It is assumed that expert knowledge in this particular field act as a key success factor. The study also examines the contribution of researchers and limitations of existing literature. At last, present study contributes to the existing research to develop an insight into the topic. It will help

through further analysis to find out critical success factors for adapting better strategy for the organisation. It also evaluates and identifies professional skills that are important for development and success of Police in Abu Dhabi Head Quarters. The study is an initiative to focus this area of study, which is not studied in depth

yet by other researchers. The study will also help to find out better practices and suggest skills and expertise needed for growth of the Police department in Abu Dhabi. Problems and Limitations will be overcome by further research and analysis in the next parts of the research.

Aims	Objectives	Research Question	Gaps in the Literature Review
To identify critical success factors and professional skills required for the implementation of strategies and to study the impact of professional skills on the performance of Abu Dhabi Police GHQ.	<ul style="list-style-type: none"> • To study strategy in practice in Abu Dhabi Police • To find the link between professional skills and successful implementation of strategies. • To identify key success factors affecting the strategic planning implementation process. • To examine the relationship between professional skills and strategic planning on the organizational performance. 	<p>Q1: What are the required professional skills that influence strategic planning in AD Police GHQ?</p> <p>Q2: What are the key success factors through the relationship between strategic planning and professional skills in AD Police GHQ?</p> <p>Q3: To what extent did the both strategic planning and professional skills affect AD Police GHQ performance?</p>	<ul style="list-style-type: none"> • Previous studies fail to evaluate key success factors needed for successful implementation of strategies. • Literature has thus far failed to consider the professional skills needed by public service agent to implement the Strategic management system and meet the performance targets.

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A SYSTEMATIC ANALYSIS OF STRATEGIC PLANNING KEY SUCCESS FACTORS AND ITS REQUIRED PROFESSIONAL SKILLS - CASE STUDY OF ABU DHABI POLICE GHQ

Abdulla Rashed Al Darmaki

Abstract

Research methodology not only includes research methods and data collection methods, but also includes the rationale behind choosing one research method over the others and one data collection tool over another (Kothari, 2004). In fact, the main aim of conducting a research is to apply scientific methodology to seek answers to the research questions so that the valid and reliable results can be produced (Khan, 2011). The current chapter describes the research methodology used by the researcher to carry out this research. Research methodology aims at answering the research questions in a systematic manner. Therefore, it involves the study of all the steps followed by a researcher in solving a particular research problem and to understand and document the reason why particular technique or procedure was chosen by the researcher. For the purpose of the current study, the researcher has chosen to follow the systematic steps of the research onion. Additionally, the research approach is described in addition to describing the methods to collect data/data collection process. This section also explains the research philosophy adopted by the researcher and the choice of research method and the rationale of using the quantitative data. The details about research design including the instrument design, sampling techniques and target sample, validity and reliability of the data collection tools will be illustrated. Additionally, this thesis reviews the academic and empirical research in the field of strategic planning and implementation and explores the current theories. This thesis is intended to improve the understanding of key success factors related to the strategic planning implementation and the professional skills required on one hand, and the degree to which professional skills influence the performance of Abu Dhabi Police GHQ towards better practices of strategic planning. In order to carry out this research, the quantitative data was chosen by the researcher and a descriptive study was undertaken. In conducting descriptive research, the survey design was used to collect information from group of participants within Abu Dhabi Police GHQ.

Key words: Strategic planning; Key success factor; Abu Dhabi Police; Professional skills; Research onion.

Paper Category: Research methodology and methods

Background of Research Methodology

In order to develop an effective research

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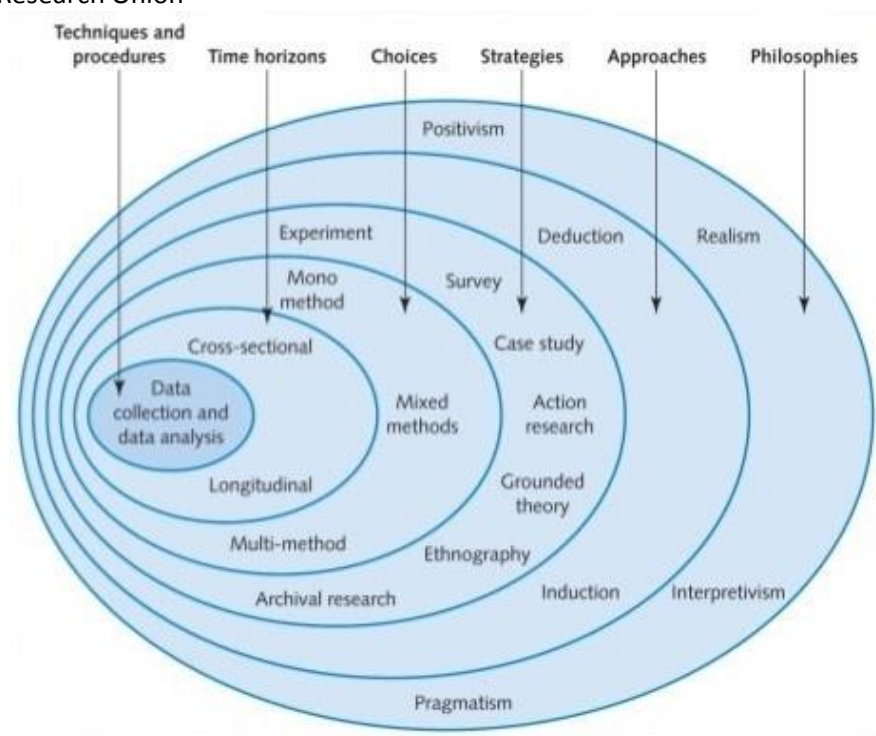
methodology, it is important that various stages of research are appropriately defined. The researcher has used research onion developed by Saunders, Lewis and Thornhill (2008) as a guideline to formulate the research methodology. Each research stage is compared

to a layer of onion (as shown in the figure below). The first stage of the research onion involves the philosophical justification for the research. The first stage paves way for the second stage where the research approach were identified, such as - inductive or deductive research approach. The third stage involves selecting a strategy for research design such as survey or experiment. At the fourth stage, research methods are identified such as mono method, mixed methods, or multi-methods. At the fifth layer, time horizon is selected and involves choosing a particular period of time or extended period of time for conducting the research. The sixth stage or layer involves choosing data collection method. Therefore, understanding the research design process is very complicated and in order to make sense of the entire process and do justice with the current research, the researcher has chosen

research onion model which covers six stages. Each stage or each layer of the research onion has helped the researcher relate to the overall objective of this research, which is to find how strategic planning implementation and professional skills lead to performance improvement in a particular organization – Abu Dhabi Police.

It is also important to state that all the stages covered in the onion such as research philosophy, approach, strategy, choice of methods, time horizon and techniques and procedures help the researcher to gain more clarity. Moreover, it is easier to organize various sections and understand the entire methodology in light of the research question. Choosing all the layers of the research onion will definitely help the researcher stay focused on the main aim of the research.

Fig. 1.1: The Research Onion



Source: Saunders, Lewis, & Thornhill. (2009). *Research Methods for Business Students*.

Research Philosophy

The philosophical stance of the researcher is important for the proper investigation of a research problem. Defining ontological and

epistemological considerations guides a researcher in the entire research design process. The ontological position helps a researcher in understanding the reality and identifying his or her own views about the reality. In other words,

ontology describes whether the reality is subjective and is affected by the assumptions held by a researcher or it is objective and is studied as it exists. It is therefore, important to identify the assumptions held by the researcher to conduct research without any kind of bias. Epistemology involves choosing the best and most appropriate ways of gathering the knowledge or conducting the research. Epistemology deals with using the appropriate sources for acquiring the knowledge and presenting that knowledge in a manner compatible with the research inquiry (Easterby-Smith, Thorpe & Jackson, 2008). The ontological positions of a researcher affect the choice of epistemology. The objective epistemology assumes that the world is external and is neutral to the research theory and the subjective epistemology assumes that the external world beyond the observations and the interpretations of the researcher is not possible. Saunders, Lewis and Thornhill (2007) contend that using method where the researcher is separate from the data collection process ensures the objectivity and is less open to the bias. In the data must be presented in a statistical manner rather than interpretive and narrative form.

Major Philosophical Paradigms in Social Research

In order to understand the research design, it is important to understand the paradigm in which the research was undertaken. The paradigm may be considered as a world view of the researcher that guides him or her in choosing appropriate research method and clearly brings out the ontological or epistemological position of the researcher (Saunders, Lewis & Thornhill, 2009: 106). The assumptions held by the researcher about the world view provide reasons for selecting a particular research strategy and methods as a part of the overall strategy. In business and management research, it is important that a researcher is aware of philosophical underpinnings of the research because they are important in every stage of the research design.

Positivism

Positivism describes reality as independent of the researcher or the observer and for a

positivist the world is external and objective. A positivist observes the world in a neutral way and discovers the general relationships as well as universal laws. Positivism emphasizes the importance of carrying out research in such a manner that the observations are repeatable. (Hinkelmann & Witschel, 2013) A positivist relies on quantitative data and methods such as surveys and experiments and uses quantitative techniques such as statistical empirical analysis to gather and measure the data (Saunders, Lewis & Thornhill, 2007; Easterby-Smith, Thorpe & Jackson, 2008). For a positivist, the external world is objective and in order for knowledge to be valid, it is important that the results are generalizable and there is a causal relationship or correlation between the study variables. Positivist researchers believe that it is possible to study organizations and their processes in an objective manner and they rely on the deductive analysis rather than inductive analysis. For a positivist, the knowledge gathering starts with the development of a theory or hypotheses in order to confirm or reject the hypotheses and culminates with adding the newfound knowledge (Alrafi, 2007).

Interpretivism / Constructivism

Also known as post-positivist or anti-positivist (Hatch & Cunliffe, 2006; Blaikie, 1993), an interpretivist believes that it is possible and rather essential to understand the world through the eyes of social actors. The post-positivists argue that in conducting a research inquiry, a researcher needs to rely on the experiences and memories of the respondents who are social actors and therefore, the reality is affected by different interpretations of the respondents and also the interpretation of the researcher (Hinkelmann & Witschel, 2013). In other words, the meaning of a situation changes with the interpretation of the researcher and thus multiple realities are possible and the knowledge becomes the product of the interpretation of the knower (Denzin & Lincoln, 2003). Interpretivists are different from positivists in that they use inductive analysis over the deductive analysis, for conducting the research (Hatch & Cunliffe, 2006). The researcher takes into consideration, different points of view of the subjects of the research and therefore, this kind of research

presents multiple realities. Due to multiple realities it is difficult to generalize the findings (Saunders, Lewis & Thornhill, 2007). Interpretivism is open to bias due to the specificity of the research process and that the interpretations are formed by the researcher.

Realism

Realism is developed from the combination of positivism and interpretivism. Realism views the reality as independent of human consciousness, but assumes that the knowledge is created by the researcher or knower who knows reality from social conditioning (Saunders, Lewis & Thornhill, 2007). Realism emphasizes the difference between the natural and social sciences in that social research studies the reality through the social actors, not as objects. However, realists also contend that social objects may be studied by understanding and explaining the causal relationship between different variables rather than generalizing the findings. For the purpose of social science research, a realist views organizational structures and mechanisms as variables that influence the social actors (Hatch & Cunliffe, 2006).

Justification of Positivist Research Approach

Researcher's philosophical stance is important for justifying the choice of methods and strategies. Furthermore, the same study can be conducted with different philosophical positions and choosing different methods, but the results will be different. Thus, clearing the philosophical stance in the beginning guides the research design and brings coherence to the entire research process (Hatch & Cunliffe, 2006). The current research is motivated by an interest to explore the critical success factors for the successful implementation of strategies in Abu Dhabi Police GHQ. The researcher is more interested in recording the facts and these factors influence the choice of research method. Since this research does not involve exploring the feelings or interpretations of police officers or citizens and it involves finding the factors that can improve the success of strategies, the researcher has chosen quantitative data over qualitative data. It is vital for a researcher to think deeply about the philosophical choices and

bring out their relative importance over alternative choices (Saunders, Lewis & Thornhill, 2009: 108). The current research involves identifying facts not the opinions of people and does not involve any subjective element. This research does not study any social phenomenon and focuses on the factors that truly influence the success of strategies and presents reality rather than the researcher's views on this topic. This research is objective in nature because the organization which is considered for study is an objective entity and has a formal structure and operating procedures. Therefore, the researcher has adopted an objectivist stance to study the critical success factors and professional skills needed for the successful implementation of strategies. This research can be undertaken in other similar organizations in different countries because this research is independent of social actors and their perceptions. However, the cultural factors in Abu Dhabi may differ from other countries but the findings of the research can be generalized largely (Saunders, Lewis & Thornhill, 2009: 110). As far as epistemological position is considered, the current research involves data collection through a structured survey questionnaire and therefore, there is no involvement of the feelings of individuals and the questions are more closed ended. Thus, there is least chance of any subjective inference and therefore the data collected is less biased and more objective. The current research aims at identifying and presenting the critical success factors and professional skills needed for the successful implementation of strategies and thus it is more of fact-based rather than the feelings of the respondents. The quantitative data is fact based and can easily be presented in a tabular form. The analysis does not involve interpretation (Saunders, Lewis & Thornhill, 2009: 113). A positivist tries to develop propositions or hypothesis that can be confirmed or rejected and in that the findings can be used in other similar cases. However, an interpretivist seeks to establish the beliefs that are specific to that particular case. Moreover, a positivist tries to identify general patterns (Lin, 1998). For the current research, the main aim of the researcher is to generalize the findings and identify general patterns related to the implementation of strategic planning and

general professional skills needed by the police officers. Thus, the current case study, which is limited to the Abu Dhabi Police GHQ, can be used in similar other organizations.

Research Approach

For the current study, a deductive approach has been chosen by the researcher. Based on theoretical considerations, the researcher has formulated the hypothesis which will be tested and based on the findings the hypotheses will either be confirmed or rejected. The deductive approach is often associated with the quantitative data collection (Bryman, 2012). Deductive approach to the research emphasizes the use of scientific principles in carrying out the research and is highly structured in that the researcher does not control the data. Deduction often involves theory testing or moving from theory to data, causal relationship between different variables, quantitative data, definition, or operationalisation of variables and generalisable findings from large enough sample (Saunders, Lewis & Thornhill, 2009). A deductive approach requires a researcher to move from general observations to more specific data. In other words, the research process narrows down from developing theories to confirm or reject hypothesis. The inductive approach moves from more specific to general and the researcher makes the observations first and then develops a theory (Hinkelmann & Witschel, 2013).

Deductive research involves generating hypothesis and testing them in the real world to see if those hypotheses are valid. (Lancaster, 2007: 22). The current research will test the relationship between the critical success factors and professional skills on the organizational performance. Deductive approach is useful when the researcher seeks to establish the causal relationship or correlation between two different variables. In the current research, the main aim is to find the relationship between critical success factors and successful implementation of strategies and the professional skills of police officers and strategy implementation. As a result, the hypothesis is developed. In order to test this hypothesis, the researcher needs to collect quantitative data. In order to be reliable, this research is going to be

highly structured. Structured methodology is vital to ensure reliability. Being objective in nature is important for the research to be deductive. The researcher has adopted an objectivist stance to carry out this research and is not involved in collecting data. Another important element of a deductive research is that terms need to be operationalised so that they can be easily measured using quantitative analysis. Thus, the researcher has chosen descriptive study method to operationalise the terms. In order for deduction to be valid, it is important that a large sample be chosen and thus the data collected from the large sample can easily be generalized. In the current research, the researcher has chosen a large sample.

Strategy of Research

A research strategy involves setting a research goal, following some steps to carry out the research and using a set of techniques to answer the research question (Hinkelmann & Witschel, 2013). When selecting a research strategy, it is important for a researcher to consider the research objectives, the time and resources available as well as the state of existing knowledge. There are various research strategies such as experiments, case study, survey, action research, grounded theory, and archival research. The choice of strategies sometimes depends on the philosophical stance adopted a researchers. However, it may be possible that a researcher can use different research strategies within the same study as the research strategies are not mutually exclusive. It is possible to choose a case study and within the case study conduct a survey to get the generalisable results. The research strategy chosen for the current thesis is descriptive survey within the case study. The reason why the researcher has termed it as case study, because the researcher is studying a single organization Abu Dhabi Police GHQ, not the other agencies of the UAE government. However, there are many police officers and human resources working within various departments of Abu Dhabi Police GHQ. Therefore, it is appropriate to choose a large sample and conduct a survey and generalize the findings.

Survey

Surveys are mostly popular because they are economical in terms of time and resources and since a survey is standardized it allows for collecting data easily without having the researcher to be present and data can be easily compared (Robson, 2009).. It is easier to draw inferences from the survey findings and the underlying relationships between different variables can be identified. Survey strategy enables a researcher to control the research process by selecting a sample and generating results that can be generalized to the entire population. Survey method was employed in the current study due to cost efficiency and time saving. The rationale behind using survey methods is that it is easier to collect vast amount of data about a single respondent in a short span of time. Surveys are universally applicable and can collect large number of data from a particular respondent (Robson, 2009). Survey method also helps in eliciting valid and reliable data on wide variety of research topics (Rossi, Wright, & Anderson, 2013).

Case Study

Robson (2002: 178) defines case study as “*a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence.*” However, it is suggested by Yin (2013) that a case study can be used as single case as well as multiple cases and can be used for quantitative evaluation. Thus, the researcher has used case study in a particular government sector organization for studying the relationship between critical success factors and professional skills and their combined impact on strategic planning implementation. Furthermore, Boyer (2010) contends that the quantitative single-case research design (QSCRD) is relevant to case study research because it is a strategy used to identify a causal relationship between variables for one subject or individual subjects.

For the purpose of the current research, the researcher has used Abu Dhabi Police GHQ as a single case organization in order to study the causal relationship between strategic planning implementation and professional skills. Therefore, the quantitative data is required in

order to study the linkage between critical success factors and professional skills for strategy implementation. Just like the survey strategy, the case study also helps in understanding the important questions such as how and what. Therefore, a survey was chosen to answer these questions in detail.

Descriptive Research

The researcher has chosen descriptive study method because this kind of research requires the information to be collected in the natural setting without manipulating the environment. In other words, this study does not involve any experiments and hence will be conducted in Abu Dhabi Police GHQ. The main aim of conducting a descriptive research is to depict reality and record true events and situations (Saunders, Lewis & Thornhill, 2009: 140). A descriptive research involves fact-finding research inquiries and presents reality as it is as opposed to critical evaluation of the facts. In descriptive research, a researcher does not exert any control over variables and the job of the researcher is to report the data as it is collected and measure the variables rather than analyzing and interpreting the data. In analytical research, the researcher uses the facts that are already available and evaluate those facts to solve a research problem. Survey methods are primarily used for conducting descriptive research (Kothari, 2004). In management and business research, descriptive surveys are often resorted to. However, in order to accurately describe the research topic and thesis, it is essential that the researcher has clarity about the subject. The best way to clearly describe the study is by defining important terms and variables clearly and precisely. In order to measure the variables it is important to define the accurately and each issue of definition needs to be resolved clearly (Babbie, 2007: 145). Descriptive research is especially relevant in cases where the hypothesis is developed and association between variables is established (Monsen & Horn, 2007: 5). In the current research the main aim of the researcher is to test the hypothesis.

Choice of Methods

Once the research approach is decided, it is logical to give due consideration to various research methods available for conducting the research and to employ an appropriate method to answer the research questions. In order to conduct a thorough and meaningful research it is important that the researcher chooses the methods that are consistent with the research aims and the research philosophy adopted by the researcher. The most common classification of research methods is quantitative vs. qualitative data (Bryman, 2006). The choice of either method primarily depends on the aim of the researcher and if the research aims at generalizing the findings for the larger population, it is wise to choose quantitative data. When the aim of a researcher is to draw specific conclusion for a limited population, then qualitative methods are chosen (Gerring, 2012). However, there is one more classification - wherein a researcher has to make a choice of the method, or methods selected. This classification is mono method research, multiple methods research and mixed method research. A mono method study involves one method of data collection and data analysis, based on the methodological considerations whether quantitative or qualitative. When a researcher chooses mono method research design, one method is chosen for collecting quantitative data via questionnaire and statistical analysis for conducting data analysis is chosen. Similarly, one instrument such as in-depth interview is chosen to collect qualitative data and inductive analysis is performed. However, when a researcher chooses multiple method quantitative research design, more than one instrument is chosen for collecting quantitative data. Similarly, when a researcher chooses multiple method qualitative research design, more than one method is chosen for data collection (Saunders, Lewis & Thornhill, 2009). A mixed method research involves the combination of quantitative and qualitative data (Creswell & Plano Clark, 2007). In mixed method research, the researcher collects numeric as well as qualitative data. Johnson and Onwuegbuzie (2004) contends that mixed methods research is a paradigm where both quantitative and qualitative data and research techniques as well as different

approaches are combined in the same research study. However, the mixed method of research has its own disadvantages. Mixed method research calls for added financial burden and is a time consuming process (Creswell & Plano Clark, 2007). Since both methodological approaches are chosen, it takes more time to perform mixed method research (Azorin & Cameron, 2010). Moreover, it is difficult to integrate two different paradigms of quantitative and qualitative data, due to inconsistency (Bryman & Bell, 2007). However, it is important to choose a method that answers the research question appropriately. In order to conduct a thorough and meaningful research it is important that the research methods are carefully chosen and are linked to the research aims and questions. The research method employed for the current research is quantitative approach in that it is linked to the aims of the current research. The researcher has chosen mono method and only numeric data is collected for the current research. To conduct the research the researcher has drawn a large sample from targeted population and the quantitative approach will make the task of data collection easier and the generalizations can be made from the findings. Moreover, the quantitative paradigm involves positivism and investigates the truth in an objective manner. The current research is not influenced by the human perception and the main aim of the researcher is to investigate the truth (Sale, Lohfeld & Brazil, 2002: 43). As for the epistemological position, the quantitative data is more objective because investigation is different from the investigator. Therefore, a researcher can investigate a phenomenon without either influencing or in turn being influenced by the phenomenon.

Quantitative Data

A quantitative study involves numerical or data that can be presented in numerical form and which is analysed using statistical techniques (Azorin & Cameron, 2010). Quantitative data collection mainly refers to the use of scientific procedures in conducting research in social science.

For collecting quantitative data, it is important to measure various factors or variables and identify underlying relationships between those

variables. Quantitative study usually generates testable hypotheses which are developed from the theoretical framework and then these hypotheses are put to test and a larger sample is chosen to collect the data and to arrive at valid and reliable findings (Easterby-Smith, Thorpe & Jackson, 2008). There are many advantages of using quantitative approach.

1. The most important aspect of any research is to explain the phenomena by way of collecting qualitative or quantitative data.
2. Another important aspect of quantitative data is that unlike qualitative data, quantitative data can be measured numerically.
3. Lastly, it is important that statistical methods are used for data analysis so that the results can be presented accurately (Muijs, 2010).
4. When collecting quantitative data, it is possible to produce generalisable results. In other words, the results are generalized and regardless of the person who carries out the research, the results will not differ if the circumstances are similar. Thus, the study is more objective and reliable. Therefore, when a researcher intends to get answers in a multiple choice format, quantitative methods such as survey are chosen.
5. Unlike, qualitative data, large number of quantitative data can be collected in a short span of time.

However, it is not necessary that all the data has to be in numerical form. Some kind of data such as measuring attitudes and beliefs can also be quantified by designing specific instrument. While quantitative data is more popular among the researchers, there are certain limitations to the use of quantitative data.

1. The quantitative data may not achieve the desired results when a problem needs to be investigated in depth such as the behavioural reasons why the police officers do not implement strategies. But, in the current research, the facts are studied and the factors that inhibit or contribute to successful implementation of strategies are investigated. The situation demands studying the phenomena from length and breadth and not the depth. Therefore, the researcher has decided to collect quantitative data.

2. The quantitative data may not help when the issues to be studied are complex and requires large number of variables to be investigated. In the current research, the numbers of variables are limited and are defined by the researcher. Therefore, the current research warrants the need of collecting quantitative data over qualitative data.
3. The quantitative data may not help in investigation of particular events or circumstances. Quantitative data can be put to use for investigating cause and effect. In the current research, the researcher has chosen the quantitative data because it is important to study the causal relationship between professional skills and successful implementation of strategies (Muijs, 2010: 7-8).

Quantitative study requires a researcher to measure different variables and factors in order to bring out the relationship between various factors. However, it is not possible to study the relationship between different variables accurately with a relatively small sample. Therefore, large samples are needed to present the generalisable findings (Easterby-Smith, Thorpe & Jackson, 2008). The most popular data collection methods for collecting quantitative data include surveys and experiments. For the current study, the researcher has chosen the survey method. Survey methods are suitable for the research that involves relatively larger sample (Bryman, 2006). The current study involves the larger sample consisting of 300 respondents. However, in order to produce the reliable and valid results, it is important that researcher uses the standardized instruments that are highly structured so that the views of different people can be elicited and generalized. Therefore, instruments with predetermined responses with assigned numbers (Patton, 2005: 46) are useful for collecting quantitative data. A survey usually includes a questionnaire that is structured or semi-structured. Usually a closed-ended questionnaire is designed with multiple-choice questions, whereby participants are required to choose their responses from given choices. The current study involves a descriptive survey method to improve the understanding of key success factors related to the strategic planning implementation and the professional

skills required on one hand, and the degree to which professional skills influence the performance of Abu Dhabi Police GHQ towards better practices of strategic planning.

Qualitative Data

A qualitative study collects data which are information and is available in the textual form and qualitative techniques are used to present the data (Azorin & Cameron, 2010). Qualitative data requires careful interpretation of the data rather than quantifying the variables in numbers and scales and has gained popularity in recent times (Mayring, 2002). However, the interpretation of data is unstructured and the researcher interprets the data as defined by the respondents and therefore respondents' viewpoints are given a due consideration while developing a theory. When collecting qualitative data, the presence and the direct observation of the researcher are required and in collecting quantitative data it is easier to administer the predefined instrument. Therefore, qualitative data collection is time consuming and involves more number of resources. The most common methods are in-depth and unstructured interviews and discussion with the subjects (Bryman, 2006). The current study aims at finding the critical success factors for the strategy implementation and the impact of professional skills on strategy implementation. Therefore, the current study does not require any qualitative research and it will be difficult to draw a conclusion based on the in-depth interviews with few police officers. Thus, the qualitative methods will not work for the current study and the researcher has chosen the quantitative approach.

Using Quantitative Data and its Rationale

This section will highlight the main reasons the quantitative data was chosen by researchers over other qualitative data. As for choosing quantitative or qualitative data to be collected, it is important to consider the research goals. The current research aims at finding the link between practicing the strategic planning and the required professional skills and to identify the nature of key success factors through the relationship between strategic planning and professional skills. Therefore, the main aim is to

study cause and effect. Hence, the researcher chose quantitative data in order to produce generalisable results. Another reason for choosing the quantitative data is that the questions can be carefully codified and systematically developed (Gary Goertz, 2012: 3). The quantitative study differs from the qualitative study in that it involves collecting data quantitatively using instruments such as surveys and questionnaires rather than using observation. Quantitative data is helpful when research involves testing hypothesis by exploring the relationship between different study variables (Creswell, 2013: 4). The current research involves testing the hypotheses and hence quantitative data.

Research Design

In addition to determining the study type, the main aim of research design is to define variables that are used in the research and understand their inter-relationship. For the purpose of the current research the researcher has identified some dependent, independent and moderating variables and their inter-relationship is identified and described. Then, these variables are developed into a questionnaire and their scales are developed so that these variables can be measured. These terms or variables (*as defined and shown in figure 2.1 below*) were derived from the literature review and theoretical development in preceding chapters. This research involves dependent, independent, and moderating variables.

Dependent Variables

The main aim of a quantitative study is to determine the outcome of dependent variables based on the independent variables. The current study uses organizational performance as a dependent variable. The organisational performance refers to achieving the objectives (Guo, 2009: 92). In the context of the current research, organisational performance is the conducting of duties by police officers to meet responsibilities and the standards. The main aim is to measure the police performance.

Independent Variables

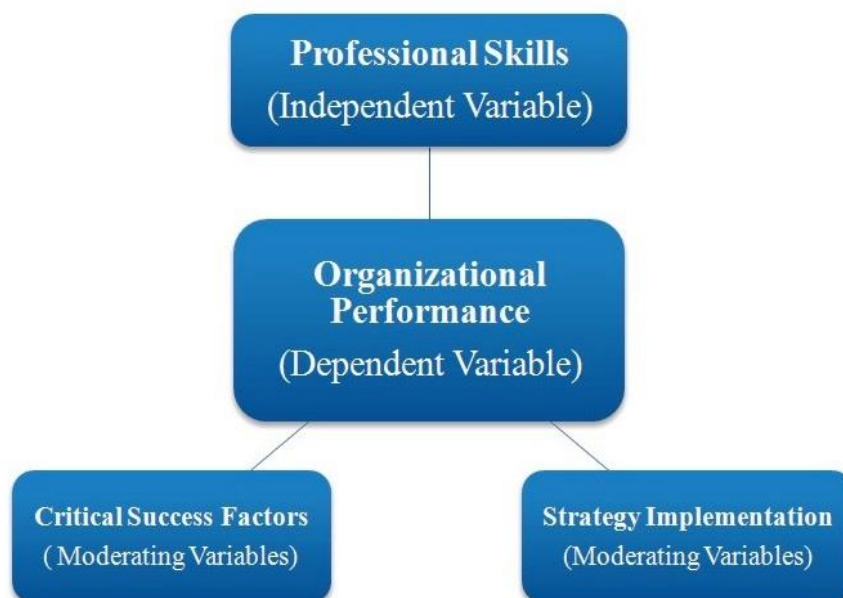
Independent variables affect the outcome of the dependent variables. These variables include the professional skills of police officers. The commitment to improved performance should match with the greater good of the public (Loveday, 2006) and hence it is important to train the police officers. Very little research has been done regarding the analysis of the relationship between required professional skills and performance. The professional skills that will be measured include interpersonal skills, communication skills, flexible and adaptable, energy level, ability to synthesize, work ethic, honesty and integrity, initiative, self-confidence, listening skills, problem solving ability (Hassan, 2010). Thus, the current study measures the

relationship between professional skills and performance of police officers.

Moderating Variables

Moderating variables in the current study are implementation of strategies and critical success factors. Strategic planning or implementation of strategies is important for organizations to succeed. Organizations that do not practice strategic planning have higher rates of failure, than those that plan strategically in a right way and implement their plan well (Jorfi et al., 2011). Another variable that is measured in the study is critical success factors. Alex et al., (2007), argued that organizations develop critical success factors (CSF) for the constant development in projects in the public sector organizations such as police force.

Fig. 2.1: Inter-relationship between Dependent, Independent, and Moderating Variables.



Research Questions and Hypotheses

In order to select the suitable data collection method, it is important to refer to the research questions identified in Chapter 1. The specific research questions that were addressed in the study are as follows:

Q1: What are the required professional skills that influence strategic planning in Abu Dhabi Police GHQ?

As suggested by McDermott & Hulse (2012), agencies should take efforts to train and evaluate officers' interpersonal skills (McDermott & Diana Hulse, 2012). Apart from interpersonal skills, communication skills, flexible and adaptable, energy level, ability to synthesize, work ethic, honesty and integrity, initiative, self-confidence, listening skills, problem solving ability are also required for

effective implementation of strategies (Hassan, 2010).

Q2: What are Critical Success Factors required for the successful implementation of strategies in Abu Dhabi Police GHQ? In a study conducted by Nah and Delgado (2006), different critical success factors were identified such as vision and business plan, change management, communication, top management support, project management and system analysis, selection and technical implementation. Therefore, the researcher will analyse how these factors influence the strategic planning implementation.

Q3: To what extent did both strategic planning and professional skills affect Abu Dhabi Police GHQ performance?

In order to answer the research questions, following hypotheses will be tested through this study in order to find the results of the study: The researcher has developed a null hypotheses and it is a proposition stating there are no significant effects (Gravetter and Wallnau, 2011) between measured variables. A null hypotheses cannot be proved, but it can be rejected and the original hypothesis also known as alternative research hypothesis can be proved (Easterby-Smith, Thorpe and Jackson, 2008). The hypotheses thus formulated include:

H1₀: There is no significant influence ($\alpha \leq 0.05$) of implementing strategic planning on the performance of Abu Dhabi Police GHQ.

H2₀: There is no significant influence ($\alpha \leq 0.05$) of professional skills on the strategic planning implementation in Abu Dhabi Police GHQ.

H3₀: There is no significant influence ($\alpha \leq 0.05$) of the Critical Success Factors identified by the researcher on implementation of strategies within Abu Dhabi Police GHQ.

H4₀: There is no significant influence ($\alpha \leq 0.05$) of the inter-relationship between strategic planning and professional skills on Abu Dhabi Police GHQ performance.

Time Horizon

The time horizon represents the length of the study and whether the research was conducted in a particular period-of-time, or an extended

period-of-time. There are two types of research studies based on the time horizon: cross-sectional and longitudinal. A cross-sectional study involves answering a research question in a particular instance and period-of-time. A cross-sectional study involves using a survey or a case study method to conduct the research. However, in certain cases, to address the research problem, the data needs to be collected over a period of time and the data is recorded like the entries are recorded in a diary on a daily basis. This study is called longitudinal. This type of research studies the change over a period-of-time and the development. For the purpose of the current thesis, the cross-sectional study was chosen because the main aim of the researcher is to study a particular phenomenon in a particular period-of-time. Cross-sectional studies often employ the survey strategy (Easterby-Smith et al. 2008; Robson, 2002). This thesis also involves the survey strategy.

Techniques and Procedures

This section discusses the research procedures incorporating methodological approaches described in the previous section. The entire research process is divided into different stages. The first stage involves arriving at sample and the second stage includes collecting data using the instrument.

Sample Size and Sampling Techniques

Sample is considered as the subgroup of the large population. In order to draw an appropriate sample, it is important to develop a sample design and include it as a part of the overall research design. In order to select a sample, it is important to first ascertain the targeted population of a research study. For the current thesis, Abu Dhabi Police GHQ is selected as a case study. The main aim is to find if the police officers are required to possess professional skills and if different departments and sections of Abu Dhabi Police GHQ implement the strategic planning practices. Thus, the population of this study will consist of all the Human Resources (HR) in the departments and sections dealing with strategic planning at Abu Dhabi Police GHQ. However, it is not feasible for the researcher to collect data from all the human resources and police officers

in all the departments of Abu Dhabi Police. Due to time constraints and limitation of the resources and access, it is sometimes impossible to collect the data from the entire population (Saunders, Lewis & Thornhill, 2009). Thus, it is important to select a sample that represents the entire population and is easier to manage in terms of data collection. In order to collect the accurate and reliable data from the respondents it is important to have a sample size that is neither too small nor too large. In order to make the data collection convenient for the researcher, a sample of 500 participants was chosen from the entire population. The researcher can get accurate data from the large number of respondents and generalize the findings derived from such a sample.

When choosing an appropriate sample, it is important to select a sampling technique that is in line with the research purpose and the research strategy. There are different methods to select an appropriate sample and these include probability sampling and non-probability sampling. Probability or representative sampling has a chance of selecting the sample that represents the entire population because in probability sampling every individual stands a chance of being selected (Saunders, Lewis & Thornhill, 2009). For survey method, it is important to select a sample using the probability sampling technique as it is easier to draw inferences for the whole population based on the sample. Generalizations that are drawn from probability sample are based on statistical probability and thus they can be applied to the entire population without any sampling error. The general rule of thumb is: the greater the sample's size, the lower the likely error in generalising to the population (Saunders, Lewis & Thornhill, 2009: 217–218). However, large sample may pose time and cost limitations. Therefore, it is important for a researcher to arrive at an appropriate sample size without delaying the project and at the same time getting generalised findings. Thus, the researcher used statistical probability to arrive at a minimum acceptable sample that is representative and does not present the time and cost constraints. Non-probability sampling methods were not chosen as they are not systematic and the sample derived may not be

representative of the entire population. In non-probability sampling the most convenient sample is chosen by asking the nearest and most readily available respondents. Quota sampling is also used as non-probability sampling methods (Robson, 2009). Although, there are many other methods of selecting the sample, but the most commonly used sampling techniques are probability sampling. With the survey strategy, it is important if the researcher chooses a representative or probability sampling technique because survey involves a population that is relatively huge and a sample that is large. The sampling process was conducted in two steps. The first step involved selecting a sampling frame. It is important to select a suitable frame and a sampling frame should be consistent with the research goals and the research question (Saunders, Lewis & Thornhill, 2009). Sampling frame refers to the entire cases from where the sample can be drawn. For the current research, the employee databases and online directories in the website of Abu Dhabi Police were referred in order to get the sampling frame. In order to avoid any error related to sampling frame, the researcher ensured that the databases are complete and represent the characteristics of all the employees including the police officers. The databases that were referred were most recent and up to date and thus there was no chance of any sampling error. In order to reach a representative sample using probability sampling, it is essential to establish a sampling frame, which includes the characteristics of the entire population (Babbie, 2010). The main purpose of sampling frame is to find unique characteristic in the entire population.

Another important point worth considering when selecting a sample is to select an unbiased sampling. The current research involves studying how the strategies are implemented by the police officers across all levels, the key professional skills that are needed for successful implementation of strategies and the critical success factors of strategic planning implementation. Thus, it is important to draw an unbiased sample so that accurate results can be arrived at and findings can be generalized. It is important to re-assert that the chosen sample whether it is chosen using random sampling method or any other method, should have the

same characteristics as the entire population, so that the results can be generalized and applied to the entire population. To avoid such kind of bias, a probability sampling method was used and a sample was not just few respondents selected from the network. The researcher took care in selecting a suitable sample size of 300 participants, which is large enough to produce reliable findings. Selecting a particular sample size using a particular sampling method may not work for every setting and situation. There are various kinds of probability sampling methods such as random sampling and stratified sampling method. For the purpose of the current research, it is not important to divide the entire population into different strata. Therefore random sampling technique was employed to choose the sample. Random sampling method refers to selecting a random sample from the available sampling frame. When a researcher has an accurate sampling frame that includes the entire population and can be accessed easily and the lists are stored on a computer, simple random sampling is the most appropriate method. Such type of frames includes employees of organizations (Saunders, Lewis & Thornhill, 2009).

In the current thesis, unique numbers were assigned to all the employees and the cases were selected randomly until the sample size reached to the targeted number of participants which is 300. This method is simple and yet reliable because the random cases are chosen from the sampling frame and when a particular number was chosen, it becomes outside the range of sampling frame so that the same number is not selected again. Thus, this method involves systematically choosing the sample. Random sampling method enables a researcher to select an unbiased sample. However, some cases may be over-represented and some cases may be under-represented. In the current thesis, since all the respondents work for the same government department and have similar cultural and educational backgrounds and the professional skills are similar in nature. Therefore, there is no question of over-representation or under-representation of some of the cases. Thus, the sample arrived at using random sampling is representative of the entire police officers and Human Resources working in

AD GHQ and the sample size is 300 which is large enough to present any sampling error.

Data Collection

Data collection is an important step in research design. There are different data collection methods that can be used for the overall purpose of collecting data and each one of them has unique advantages and disadvantages. To enhance the value of the research, it is extremely important to select an appropriate method (Sekaran, 2003: 223). The selection of suitable data collection method mainly depends on the purpose of the research as well as the constraints a researcher is likely to encounter during the course of the research (Sekaran, 2003). The data collection tool in this study is selected to be a questionnaire survey, which was designed in order to achieve the main aims of this study and address its questions. The main intention of this research is to study the relationship between the critical success factors and professional skills needed for the implementation of strategic planning process in Abu Dhabi Police HQ. Therefore, an online survey was found to be the most appropriate tool to collect the data. However, before the questionnaire is administered, it is important to design the instrument and pay attention to the layout, structure, length and the language of the questionnaire. Then, it is important to operationalise the variables and constructs used in the research. Finally, it is essential to develop the rating scale in order to get accurate findings.

Design of a Questionnaire

There are many advantages of using questionnaires as data collection tools. However, it is a challenging process to develop a questionnaire that addresses the research problem and produce accurate and reliable results. It is important for a researcher to design a new instrument rather than using the previously administered instrument, because designing questionnaire helps in linking the questions with the basic research question. The design and structure of questionnaires is all the more important in quantitative study such as surveys, where the validity of the results can be measured accurately based on a good instrument. Also, it is important to create a good

questionnaire that is easy to understand and simple to fill due to the absence of the researcher for clarification during survey. Due to large sample size, it is impossible for the researcher to be present at the time when survey responses are filled. The current study makes use of online survey which is self-administered and therefore, needs to be self-explanatory. In order to get right responses, it is important to choose the words carefully and sequence the questions in such a manner that there is no redundancy (Robson, 2009) to avoid any kind of inaccuracy in the findings. A questionnaire should be in line with the nature of the research problem and therefore put up appropriate questions in a manner consistent with the respondents (Robson, 2009,) in order to get the maximum support and maximum filled-in questionnaires. In other words, the researcher needs to develop survey questions in line with the basic research question. Additionally, various procedures can serve as a guide for a researcher in order to produce a good questionnaire. However, there are no universally accepted procedures or general rules (Brace, 2008). In order for a questionnaire to be effective the language should be easy to understand and the questions need to be short and the meaning of the words should be clear to all the respondents (Robson, 2009). For the current research, online survey was chosen. It is found that such kind of surveys is risky in that they have a low response rate because the respondents are not motivated to complete the survey. As suggested by Sekaran (2000) it is important to keep the questionnaire brief in order to improve the response rate.

Another major risk in using such surveys is that it is difficult to find if the respondents seriously answered all the questions or filled in the questionnaire randomly. Such kind of bias can seriously hurt the accuracy of the obtained data (Robson, 2009). In order to remove such kind of bias, the researcher tested the reliability and the validity of the scales. However, it is difficult for researcher to use any other method of survey due to time and cost constraints. Also, it is important to follow-up with the respondents. Therefore, the researcher has sent the reminders to respondents to complete the survey. Also, in order to motivate the respondents to complete the questionnaire, the

researcher has worked on keeping the length of the survey short and the total number of questions is 12 and the required response time is between 15 and 20 minutes. In order to remove the ambiguity and get the accurate findings, the researcher has translated the survey in Arabic language also. The survey is available in both the English as well as Arabic language. In order to translate the terms from English to local language, dual translation was resorted to. Thus, the researcher approached a native speaker of the Arabic language to translate the survey. In order for survey to be accurate, a bilingual translator who can read, write and understand English as well as Arabic, helped in translating the Arabic survey back to English to ensure the meaning remains unchanged from the original version (Brace, 2004). This helps in finding some of the discrepancies.

Operationalising the Variables

To get reliable and generalisable findings, it is important to define the variables. The current study aims at

- 1) Finding the link between implementation of strategic planning practices and the required professional skills.
- 2) Identifying the critical success factors through the relationship between strategic planning and professional skills.
- 3) Examining the impact of strategic planning and professional skills on the organisational performance.

Thus, the hypotheses of the study were operationalised into different variables such as the influence of implementation of strategies on the organization, importance of professional skills, critical success factors needed for successful implementation and the impact of professional skills on organizational performance and impact of strategic planning on organizational performance. For each of these constructs, 3 questions are designed and the questionnaire consists of 12 questions in all. This will help in quantifying these variables accurately. In order to get the accurate findings, a valid measure is provided for each and every item in the questionnaire.

Developing Scales

The research involves testing the hypotheses and generating generalisable results from the survey. For this reason, a questionnaire is designed consisting of questions that are translated from the conceptual terms and the variables used in the study. Therefore, it is important to develop valid and descriptive scales to measure the variables. For the measurement to be accurate, the ratings scales need to be consistent with the research aims. When developing rating scales, the main aim of the researcher is to avoid any kind of measurement bias. The term scales refers to the continuum used for rating the responses of the questions. When collecting responses from the subjects, it is important that the numerical value is assigned to every response so that it is easier to rate the responses. For a survey, descriptive scales need to be developed in order to produce valid findings (Bradley, 2007). Standard rating scales such as Likert scale are helpful in generating valid results (Bradley, 2007). Likert scale measures the responses in terms of the degree of agreement and the questions are presented as statements and the response categories are available as choices and vary from strongly agree to strongly disagree (Kumar, Aaker & Day, 2002). When strong positive or negative responses are sought, Likert scale is used. The main aim of the researcher is to get the opinions of the human resources and police officers in varying degrees about the state of strategy implementation and the professional skills. Thus, it is important to use Likert scale and give wide range of options to the respondents and get the measurable results. Likert scales include a 5 point scale or a 7-point scale ranging from “strongly agree” to “strongly disagree”. For the purpose of this

study, a 5- point Likert scale is used for soliciting responses. A 5 point Likert scale is better in terms of flexibility and adaptability and as a measurement scale a 5 point Likert scale offers reliability (Babbie, 2010).

Conclusion

The research methodology adopted by the researcher to collect the data was discussed, which also provided an overview of the research process which is guided by the research onion. The research philosophy chosen by the researcher is that of a positivist given the quantitative nature of the research. Research approach of the current research is deductive as opposed to inductive, because the researcher’s aim is to test the hypotheses that were developed in the first chapter. The researcher will conduct a survey within Abu Dhabi Police department and collect numeric data which will then be used to test the hypotheses. For carrying out the research, the researcher has chosen to collect quantitative data only and hence the mono method of data collection is chosen. This research is cross-sectional study. To choose the appropriate sample, the researcher has used the random sampling method. In order to get the numeric data a structured questionnaire is designed with 12 questions and questions are tested on the 5 point scale. The variables are operationalised and scales are developed to reduce the error margin. The overall target sample consists of 500 participants from the population that consists of all the Human Resources (HR) in the departments and sections dealing with strategic planning at Abu Dhabi Police GHQ.

Aims	Objectives	Research Question	Methodology - Research Onion
To identify critical success factors and professional skills required for the implementation of strategies and to study the impact of professional skills on the performance of Abu Dhabi Police GHQ.	<ul style="list-style-type: none"> • To study strategy in practice in Abu Dhabi Police. • To find the link between professional skills and successful implementation of strategies. • To identify key success factors affecting the strategic planning implementation process. • To examine the relationship between professional skills and strategic planning on the organisational performance. 	<p>Q1: What are the required professional skills that influence strategic planning in Abu Dhabi Police GHQ?</p> <p>Q2: What are the key success factors through the relationship between strategic planning and professional skills in Abu Dhabi Police GHQ?</p> <p>Q3: To what extent did the both strategic planning and professional skills affect Abu Dhabi Police GHQ performance?</p>	<p>Research Philosophy - The current research is quantitative in nature so the researcher's position is of that of a positivist.</p> <p>Research Approach - The current research is deductive in nature because the researcher has developed hypotheses and data will be collected to test the hypotheses.</p> <p>Strategy of Research - The researcher will conduct a survey within Abu Dhabi Police department and collect descriptive statistics.</p> <p>Choice of Methods- In light of the research objectives, the researcher has chosen mono method and only quantitative data will be collected.</p> <p>Time Horizon - The current research is a cross-sectional study and data is collected in one instance.</p> <p>Techniques and Procedures - Random sampling technique is chosen for arriving at the sample, procedure includes administering questionnaire and operationalizing variables and developing a 5 point likert scale.</p>

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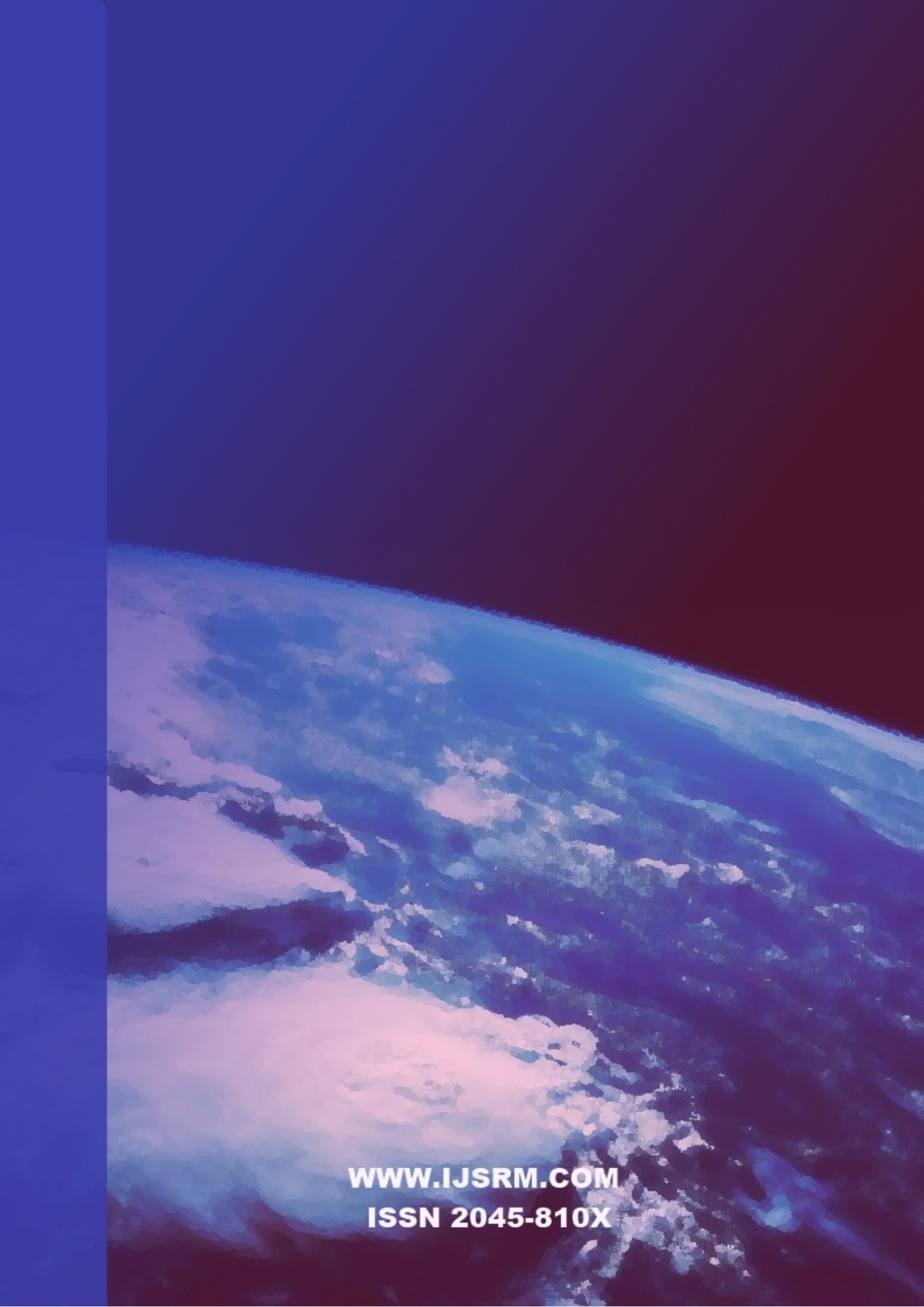
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