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# THE MANAGEMENT OF STRATEGIC AGILITY POLICY: REFLECTIONS ON THE EXPONENTIAL STYLE OF LEADERSHIP IN TURBULENT TIMES.

Zeinab Shawky Younis, the British University in Egypt.

## **Abstract:**

*If strategy is the mean to achieve growth, strategic agility policy is the tool for this growth continuity. To be agile as an organization you have to make sure that the adjustments of change are not disruptive to the entire system. Change has to be introduced in a consequence of closely controlled patterns that move with the organization in a smooth transition, but parallel to the sense of urgency requiring change. Strategic agility policy jumps as a development of the New Public Management paradigm of thinking, not just as a tool of reorganizing the company or the country on a macro level but as a challenge of restructuring and transformation in the way it thinks, acts, responds, predicts and leads.*

*If an organization is two or more people coming together to achieve a certain goal, so achieving an agile environment requires using the people in a customer-focused culture to be the core of this change. The new wave of thinking would not employ a systematic plan of SWOT tools to analyze the environment for change and plan the transition, but it will require an Exponential leader's vision of flexibility to orient activity and introduce the policy in a pattern of systematic reform towards unpredictable obstacles and resistance to ensure a smooth transition in a changing environment. In other words it requires the type of leader that hunts the prey ahead of its time. Agility policy will look to the environment of change in the organization as a constant, ongoing matter and requires an application of the problem solving methods that fit the situation of turbulence by using critical thinking methods and looking to the bottom of the iceberg before the tip. It is moreover the key to any crisis management plan that occurs in the organization through the renewal of the reform model that leaders follow. This implies that an organisation has to shift from a rigid pattern to a more flexible one employing a more responsive, flat structure, sensitive strategic plan, a dedicated Exponential leadership supporting the path of change and a less resistant workforce that can accept the vision of change. The case under study in this research is the New Suez Canal and the findings supported that the agile policy of transformation here is the key success towards the implementation of change and the exponential leader is the Maestro behind the final positive outcome.*

## **Keywords:**

*Strategic Agility, Exponential leadership, New Public Management, change, VUCA, complexity, strategic management, resistance to change, crisis management, leader-shift, customer-oriented culture, SARAH model of change, decision making process, Strategic leadership, organizational transformation, the New Suez Canal, controlling and design critical thinking.*

## **1- Introduction:**

When asked "Would you rather work for change or just complain??" In a brainstorming session at the Executive Education Center program of Strategic Agility and executive leadership training, 2014 in Toronto, our Mini-Executive MBA class answered, "Do we have to pick?? It is very hard as a choice".

Although change is a constant fact of life, strategic disruptions in organizations usually involve the use of different models of leadership to cross the boundaries of disturbance. The first implication is to renew the business model that leaders follow as an organization has to shift from a rigid pattern to a more flexible one employing a more responsive, flat structure, sensitive strategic plan, resource allocation, a dedicated leadership and unity supporting this path and a less resistant workforce that can accept the vision of change. These variables intervene in a race which in order to succeed has a range of acceleration of change and innovation. The underlying determinants here encompass different styles of

leadership to evolve this incremental change under the umbrella of Strategic agility policy. The concept started to gain popularity at the beginning of our twentieth century to become more adaptive to any change and to have the ability to manage effectively in difficult situations. One of the most common used tools to advocate this change is “exponential leadership”, which depends on resolving conflict proactively, expecting the best from your team, and fueling their Energy to solve problems and create extraordinary results. Doing the right thing in business is not always the evolving solution but managing change in a setting of an agile manner to create right action is the key. The exponential leader vision will pave the way towards creating an enlightened path to embrace the change in a turbulent environment depending on strategic sensitivity, leadership skills and unity and good allocation of resources. The underlying assumption of this paper is that if strategy is the mean to achieve growth, strategic agility policy is the tool for this growth continuity in times of disruptions by using the exponential style of leadership to advocate the new shift in the organization pattern needs or to embrace a new idea.

On the academic level, The importance of this attempt is it’s functionality as it may be used for other academics in the future who might be interested in digging in both topics, strategic agility and exponential leadership to build up knowledge to develop new findings as well. Based on the need to develop more agile organizations not only on technology levels, but also on the average of a managerial function level; the paper helps to disperse an appropriate awareness of the merits of an exponential style of leadership that tackles various dimensions of excellence in engaging employees and leading them smoothly to the change needed without any disruptive resistance. On the practical level, this is especially needed in governments in state of transitions like many ones reviving from the movements of Arab-Springs towards new era that needs an exponential kind of eager leadership to perform under stressful circumstances and to create a large base of followers to embrace the change needed. Moreover, the concept can be applied by policy makers on both levels of the organization and the government as a whole through extensive training and workshops related to advocating the policy of Strategic agility. The case study introduced in this scope is the Suez Canal which always stayed as a fixed source of income to the Egyptian Economy and it was considered the chicken with a daily golden egg to the country. The ability of the Egyptian government to introduce the project in the current time frame of different ideologies and the execution of the plan gathering all the population around one stream of hope was unprecedented since a long period. The Hypotheses underlying this research are as follows:

- **Hypothesis 1:**

Null hypothesis:

Exponential style of leadership is not the key to enhance strategic agility policy towards a new organizational structure.

Alternative hypothesis:

Exponential Leadership is the key to enhance strategic agility policy towards a new organizational structure.

- **Hypothesis 2:**

Null hypothesis:

The exponential leadership agility does not have a significant impact on the development of the innovative and the creativity of the organization hence crossing with it any disruption that hinders its development.

Alternative Hypothesis:

The exponential leadership agility has a significant impact on the development of the innovative and the creativity of the organization hence crossing with it any disruption that hinders its development.

The two hypotheses are parallel to the core capacities of strategic agility enhancement which are strategic sensitivity, leadership unity and resources fluidity, and mainly revolving around exponential leadership role as investigator, designer, energizer and implementer. The researcher will try to identify the relationships to prove the alternative hypothesis in this context.

## **2- Strategic Agility Policy using Exponential leaders:**

Strategic agility is a term related to “thoughtful and purposeful interplay” on the part of top management (Doz, 2010). As a policy under execution it contains three meta- capabilities that accelerate the change. The first set of capabilities is the major umbrella of strategic agility which is the sensitivity towards change and it includes factors like: Sharpening foresight; gaining perspective and reframing strategic issues. The second set depends on the use of exponential leadership that creates the unity needed among employees of the organization based in this sense on setting a unified agenda to promote success, providing empathy and compassion to employees, building interdependencies and highlighting motivation with the integration of motives towards success. Finally the third set in this context will depend on gaining flexibility in resources allocation by separating resources from resource ownership and using multiple business models to align and switch products between them (Doz,2017). Exponential leadership concept here is the ability of leaders to stand on the borders of one’s organization to model it and begin to imagine a whole new different system of activities and leaderships. The idea here is to experience refraction from the usual trend of leadership without losing sight on the ultimate challenging goal of the organization, and aligning the incentives of moving from one state to the other in an agile, structural and flexible pattern to the compelling mission of your institution. So by combining both, Strategic Agility policy becomes the ability for organisations to stay competitive in their business by adjusting and adapting to new innovative ideas and using these ideas to create new products and services as well as new ways of creative thinking. So in a world of Paradigm shifts in the concepts of management and administration, being a traditional leader is no longer enough.

Exponential leadership skills define successful CEOs, where in a changing world, thinking long term is the responsibility of every leader towards his organization, employees and his own community. The idea of having multiple business models and navigating between products and services pertain a model of combining agility and exponentials in such a disruptive era. Grafting an operation with an already existing model of thinking and switching the product range to complement the old in a parallel vision is the stimulus for change. The new idea starts to gain influence slowly till it is completely embedded in the system and in this path it faces a lot of challenges and resistance from many sources that are holding to the status-quo. The same opposition happens from different factions in the organization with the same pattern when applied on a government: the stakeholder’s power intervene. As the pace of technological change accelerates, exponential leadership will become a matrix of organizational competencies based on technical as well as soft skills of leadership (Johnston, 2017). Fostering organizational self-awareness, having team building, participating in bonding corporate social responsibility campaigns, that foster local community and realizing that the organization is a constant changing unit leads to celebrating success and gratifying performance in creative ways that are congruent to success.

## **3- Shifting from Strategic Planning to Strategic Agility:**

The trend arises from the ability to continuously adjust and accommodate new directions of the business as a function of changing business conditions and circumstances. So the planning stays in focus but is turning into a competitive function by adapting and adjusting to new innovations to create new products and services. The assumption that the world is always stable and predictable is not feasible anymore and strategic planning involves a process of analysis to the goal with breaking its components into logical ordered planning steps to achieve it. According to Forbes, Strategic planning policy is seemingly logical and linear with a beginning and an end, while Strategic Agility policy that involves modes of critical thinking never stops innovating and it has to become during our new era of paradigm shift, an integral part of the day to day activities in the organization. (Green, 2011). Therefore, Strategic Agility policy will hold a balance between a quick short term goal of winning and another long term goal of

adjustments and adaptation to all shifts in the market. In order to develop Strategic Agility in Your organization, there are several conditions developed as follows:

- Focus on target: understand your area of specialization and manage the creative process.
- Ask the right questions: generate ideas without judging them, and explore future trends.
- Balance the big picture and the details along the way with a capacity of shifting from one state to the other or what we call leadership.
- Explore new channels: brainstorm your team about problems from a distance.
- Teach critical thinking to your employees :Develop statements about where you want to achieve and your time span, and try to look at the bottom not only the tip of the iceberg
- Anticipate opportunities and also develop a stance on failures and always remember that innovation is built upon success and failures.
- Stage your field of vision around the organization. (Morgan,2008)

So Planning for agility means that a company has to move from a rigid pattern to a more flexible one employing a more responsive and sensitive leadership style to lead the process of change, and implement the vision towards the strategic shift needed for the goals to be set. The leader has to lead changing behavior, changing the pattern of thinking and changing perceptions of all key personnel. The idea of the uniqueness of every change program entail that there are distinct opportunities that overrule the traditional way of thinking and presenting challenges to the organization. This is an open venue for leaders to seek to better understand the way they engage their employees towards a strategic shift in their business, and take them into a transformational way of implementing change. The role of any leader in this sense will jump from the ordinary vision setting towards anticipating competitive trends accurately, bring creative ideas to the market, recognize opportunities for change and allocate resources for a complete functional shift. The essential questions that pertains to leaders when they are faced by this strategic shift is a major one : What future trends I see that others should strategically prepare for in order to help the organization change and what steps of incorporating others can help in the process of embedding the new idea into the heart of the organization? (Lombardo, 2003).

An agile organization that is shifting from strategic planning in the mere sense to a strategic Agility policy is an organization that takes a full responsibility to communicate the strategic mission, learn by observing other successful trends and use multiple models to advocate the change. The Idea of goal setting here is based on clearly defined measurable steps that are monitored for performance, so the notion of compliance, would never lead to successful results. As a leader you have to advocate the vision of what gets measured gets managed, or you will find the plan sitting on the shelf for years without being implemented. According to MAP consulting president Lee Froscheiser,(2007) the true agent behind this change accomplishments is the Exponential leader who distinguishes himself by setting the challengeable goals, and remains flexible and resourceful and not being dragged by the forces of events in executing his strategies, but he acts as the mere notion of innovation of hunting chances first.

#### **4- The secrets of Agility to develop a successful team work:**

In an increasingly disruptive world, an organization chaos every day, so it is the idea of turning victors to victims, and transforming agile teams from fragile teams. The two main pillars are to apply both tools the SARAH model of change and be the VUCA Exponential leader that an organization need:

**4.1- SARAH model** of change where the leader has to go through these steps and introducing them in a smooth way for his employees to avoid resistance to change.

- **Shock**=denial
- **Anger**=anger/regret
- **Recognition**=acceptance/ resistance.
- **Acceptance**=action
- **H**= healing and hope (Australia,2017)

#### **4.2- VUCA model:**

**V** = volatility. (Ability to change rapidly and quickly to disruptions)

**U** = uncertainty (Ability to face risk and fight doubts to facilitate the pace of change)

**C** = complexity (Ability to employ critical thinking to solve problems)

**A** = ambiguity. (Ability to overcome doubts by looking to the bottom of the iceberg).

According to Horney (2015), in using these two models, an exponential leader works with his team based on four major variables:

- Anticipate change and embrace it.
- Generate confidence.
- Initiate action.
- Liberate thinking.

The basis of thinking here is not envisioning chaos as the problem but to handle your relationship with this chaos and tame it to your advantage. This is mainly shown in so many scholars who tried to understand how Egyptians override the chaos and the repercussions of January 25<sup>th</sup>, 2011 revolution and tried to maximize the benefits more than being buried in a victims' price.

#### **5- Reaching Competitive edge through Strategic Agility policy:**

There are three types of agility that an organisation needs to compete vigorously in the market. These are Strategic, Portfolio and Operational agility. The umbrella that governs these types is employees' engagement, that acts as a facilitating tool to embrace change and not to let a leader falls into the trap of "wait and see" that makes him or her keeps everything in secret till the disruption ends. (Beauchamp, 2016). Therefore the exponential type of leader intervenes here to enhance a competitive edge, and according to Sull (2009), the three types are listed as follows:

- Strategic Agility depends on: Probing for opportunities and mitigating risks and screening potentials for access to growth markets, low cost labor, energy and raw materials. This type ensures staying in the game and lives for another day.
- Portfolio Agility depends on allocating resources at the group level rather than a business unit level and to side all the interpersonal relations between employees and the leader to implement unpopular decisions. The type of Portfolio Agility works when there is a complete and drastic change in the organization, as when Jack Welch became the CEO of G.E; reversing all of his predecessors' decisions and even his own mistakes reaching the point of firing one of his subordinates friends as he violated the rules.
- Operational Agility depends on the organization ability to exploit both revenue- enhancing and cost cutting opportunities within the business. This is ran on a day to day operation like for example Zara stores where they review in a daily meeting on the corporate level the sales and inventory to report what was sold and what is not and to review their strategy in the market.

Many organizations rely on a single form of agility; others use the three for utmost competition. The whole idea rests on using the agility types and not to stall them in a diffusion of conflicting priorities. Strategic disruptions call for changes in business models through focusing on the three main capacities that endure an organization towards transformation, which are mainly the Strategic sensitivity, leadership and resource fluidity (Doz, 2007)). To elaborate more on these core capacities, an organization has to design a strong plan reflecting on its core competencies as strengths and weaknesses may arise during the course of action, and also get through a deep study of the threats and opportunities in the market. Strategic sensitivity has to overview the end of the tunnel vision to overcome any myopia that leads to short term goal orientation that might

hinder the organization from being agile enough to face disruptions. It has to be an open strategy process with great alertness providing a long internal dialogue between the leader and his employees, as the dominance and the resistance mindset of some leaders causes sometimes a quick snap judgment to the problems pertaining to the organization which hinders the ability to move freely towards agility. Resources help in easing the flow of organizational flexibility if they are not scarce and the leadership comes as the tool to move around both capacities. The allocation of resources depends on leadership skills and attributes of team collaboration that gives an insight outside the box in order to carryover the change, also on the mobility of people and the knowledge capital resources. (Edelman, 2016).

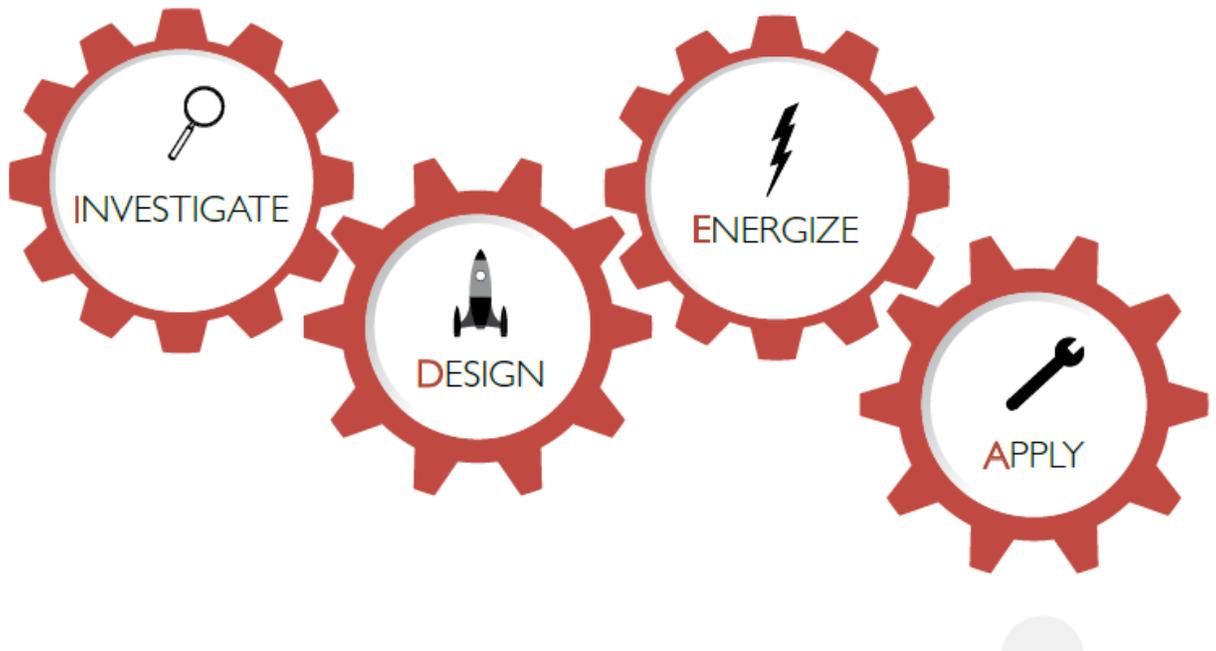
## 6- Agile policy model:

There are numerous pre-requisites to agile policy model frame to work: These are the Socio-economic forces, the political system and the administrative system. The three act like an umbrella of guidance towards the several steps that fall underneath. The first component of the umbrella is that the organization must have a clear sense of what it wants to accomplish in times of crisis with regards to the global economic forces that interfere with well-being of the organization, and avoid disruptions in order to follow the agile initiative perspective. Another pre-requisite is the stewardship and sponsorship of this initiative for the new trend to take place and the transition goes smoothly taking into consideration the socio-demographic changes that happen in the country. The leadership intervenes here for maximum support but focusing on the agent for the change: the employees on the level of the organization or in other word the followers when we tackle the country level. A leader has to bring together a team of speedy talents and multiple skills to execute the transition on a well-studied base of advantages and disadvantages to present a conglomerate view of whether the organization should proceed or not. According to Edelman, The agile team aligns with leadership and sets team expectations, analyze the data to identify the opportunities and design the needed tests and experiments to pilot study the new idea or the transformation (Doz, 2011). The 2<sup>nd</sup> part of the umbrella is the political system that is running in the country or on the level of the organization including new management ideas and pressure from stakeholders. The final part is the administrative system which encompasses the content of the reform or the new idea advocated in the organization, the steps of the implementation process and the vision of the results expected whether on the long or on the short term (Pollitt, 2011).

The key tool in deploying these parts of the reform is the exponential leader who will interfere in the setting the political framework, and mostly important he will introduce the reform needed in the styles of management and administration. His key role will be shown in the figure below as an investigator, designer, energizer and an implementer for applying the policy. The five drivers that will help the exponential leader are as follows:

- The change anticipation with proactive measurements.
- The initiation of the action towards change.
- The generation of confidence between the leadership and the employees.
- The action plan and the evaluation of results and the liberation of thinking.

The illustration below follows the steps needed for the agile policy model to be implemented but one can detect an alignment with what Forbes advocated regarding the drives of agility policy, where investigation is in parallel with the proactive trend for the anticipation of change and responding to the disruption in an attempt to solve the complexity. Then, the design is working along the initiation of the action needed with steps of decision making procedures and the logistics for solving the problem. In the third place the engine to energize the implementation of the solution or the new organizational transformation comes with the trust between the leader and his followers by generating the confidence and the boosting energy needed. Last, the actual process of implementing the new idea is followed by the evaluation of the results and if successful along the needed span of time the direct trend will be the liberation of thinking of the old idea towards the new one in a highly organized and efficient pattern. The figure showed an interconnection between the 4 steps in the empty wheel spaces where they interlock.



The above figure (1) is adopted from the agility consulting site:  
<https://www.google.com.eg/search?q=agility+model&client> (2016)

The model depends on the notion that Strategic Agility policy is a complex building block that designs capacity to develop and quickly apply flexible and dynamic capabilities to face continuous change. It is a multidimensional organizational attributes that encompasses several key routines of application. It is also correlated with a number of factors as fast directional change, variety of moves from leadership and the organization capacity to response speed. The key routines in the agility model are:

- Change Agility that considers change as an opportunity for new options.
- Mental Agility that considers critical thinking patterns to face complexities in the organization.
- Result Agility which is the ability to be motivated when facing new situation and challenges.
  
- People Agility which is mainly the power of leadership in creating a base of interpersonal relations of trust and confidence between them and the employees to ensure employee engagement in the change pattern. (Cynthia, 2009). There are several truths about change that a leader has to put in his mind before advocating the change to his employees. The first fact is that change is hard to manage and hard to lead, so it must be addressed in caution regarding the expenses involved and the resources allocation and most important the psychology of employees in accepting the new trend. Secondly, the time commitment involved in the process of change is a very sensitive issue pertaining to the allocation of duties without disrupting the whole system. The leap towards implementing a whole new strategy has to differentiate between shallow and deep change as these patterns affect the structure. The deep one is usually towards a transformational and a more difficult trend to manage and its success will depend on the transition period that follows in the organization and the degree of acceptance or resistance of the employees. The role of the leader will be towards implementing the vision for change and convincing people to give up to implemented change.

The administrative reform policy comes on the surface in this level to go along as a component of the agile model to help in the process. So if change begins with an ending, the neutral zone will follow where everyone in the organization will be blurred about how to restart the engine!!!!Here comes the transition period or what we usually call the grace period which is usually the beginning, guided by the administrative change. Training programs, campaigns of enlighten and executive meetings are crucial in

this stage. Moreover, the existence of mentors on all levels of organization carrying the vision of the exponential leader to be implemented is on the top of the agenda.

In order to manage transition, there are three stages of administrative reform model that any organization passes through. The first is the unfreezing of the complexity which involves all the organization efforts to handle in a strategic sensitive way all the pertaining problems as for-seen to start the initiation of the action. Then comes the second stage of the actual change or advocating of the new trend or idea to the employees which is in turn requires a highly cautious approach on the level of leadership. Finally the refreezing of the implemented solution and the liberation of thoughts to embrace the change is overruling (Bridges, 2014). The transition here is the stage between creating the vision and implementing the project that the vision entails.

The agile policy model depends on the ability of the company to outperform its rivals as it can establish a difference in delivering a unique mix of reacting positively to the disruptions in the market or any crisis that the organization faces. It will help in sustaining the image in front of stakeholders keeping the success at the level of aspirations, opportunities as well as challenges. According to Witzner (2014), agility model depends on the following factors:

- Superior innovation capacity.
- Superior top management culture that enhances change adoption and a flexible structure to execute it.
- Stakeholders' responsiveness believes to market innovations introduced by the organization.
- Defining and communicating the company's unique mission.

The main factors that a leader in this sense has to put into consideration are the rational process of advocating the idea, the evolutionary steps of action planning, the political and environmental conditions that are surrounding the logistics of execution and the chaotic reactions such as resistance that might face the new trend or resolution adopted.

## 7- Exponential leadership culture's model:

Organizations are living in a VUCA world where there is volatility, uncertainty, complexity and ambiguity. This is also parallel to the atmosphere of running a government in the 21<sup>st</sup> century where leaders in this sense are change agents or what we call transformers carrying the mission of exploring Blue ocean vulnerability and introducing its disruptive components to the cultural context of the organization. This culture will be one of adaptability and boundary crossing to all elements of status quo position. An exponential leader is a Futurist, Innovator, Impact-Driven and Technologist.



Figure (2) illustrated from the work of Singularity University, program for exponential leader. <http://singularityhub.com>-“How the most successful leaders will thrive in an exponential world”

The Program for Exponential Leadership teaches current and aspiring leaders how to embrace new competencies required navigating exponential change. As a complement to traditional programs that teach skills like communication, goal-setting, and managing teams. Building 20 S Akron Rd MS 20-1, Moffett Field, CA 94035, United States. The results of this work were summed up as follows in order to be an exponential leader you have to:

- Believe in transformation. But in the process “stress the distress”
- If you cannot manage the change you will be the change.
- Be response-able ( mixing responsibility with ability)
- Extend your perspective of leadership.
- Accelerate productivity.
- Cultivate talents.
- Create an ionic unique culture that embraces change.

There are many factors that influence Exponential leaders culture set up, they have a wide set of behavior that allows them to respond to rapid adjustment to any disruption in the organization. Moreover they are the most frequent agile leaders who have the ability to test the situation from many perspectives and are known to be competent in gaining novelty and insights into the future planning of any uncertainty that might occur. The most challenging crucible is to find the right style at the appropriate time which is a major virtue that exponential leaders enjoy. (Caligiuri, 2013).

The tasks of an exponential leader to carry on strategic agility in an organization are the following:

- Motivates and encourages cross functional teams.
- Provides a full range of information to his followers and engages them in decision making.
- Constant training of learning agility is conveyed by these types of leaders who are willing to enter into new experiments and considers any blind spots through feedback that arises.
- Enjoys the ability to create different business plans portfolio that fits different situation with a customer-focused perspective and a flexible interconnected platform of discussion between the members of the organization. (Elliot, 2011).

An exponential leader is not about a single capacity in the system of the organization, it is about a whole culture of interrelated capacities of knowledge, engagement and innovation.

According to Cashman, exponential leaders are the best producers of the best results out of their followers to achieve purposeful change even with limited resources. (Cashman, 2008). An exponential leader recognizes the change, how to implement it and how to manage it, he performs preventive maintenance and never gives an ear to the old say if it is not broken don't fix it, as the people who do this go broke. So the idea is being proactive and takes the necessary measures in times of disruptions. Therefore, in transitions and transformations, there is an ample opportunity for leaders to simplify, exemplify and clarify to their followers the mission of creating a pull strategy for performing the change needed.

## 7.1 Researching exponentials: seeking the essence.

Research on leadership attributes developed from Trait theories or leaders possessing the description of Great Men to some alterations of Behaviorists theories relating leadership to situations. These notions differentiated between the label and the dynamic process that distinguished one type of leadership attributes from another to predict future action by a leader in different situations. The essence of leadership is paradoxical in this sense as the urgency of the crisis can develop an attribute that hasn't been identified before, but still the success and the failure of a leader to deal with certain situations depends on his ability to mobilize followers and resources to his direction to deal with complexities. His ability to innovate and to face the existing paradoxes is his first stamina towards exponentials as an attribute needed in turbulent times. This trait cannot be seen only in the process but as an entire package of leadership including notions of freedom, empowerment, delegation, innovation and creativity, responsiveness, proactivity, strategic sensitivity, critical thinking and the ability to inspire (Lawler, 2005).

The question that might arise here is: if these attributes are all needed for any type of leader so why exponentials are very unique??? The terminology is unique as Exponential leader begin with the change they want to be and they have the ability to gather the followers needed for that. In any leadership typology you will find that leaders create followers out of their formal position, relationships, production measures and personal development. But an exponential leader creates follower because of his personhood: people follow him because of who he or she is, because they want to and because of his ability to charismatically innovate in the area of added value to the organization. This leader invests in the vision challenge of transformation till it becomes his own. According to Martin, these leaders don't mind a messy problem, as they welcome complexity, and at times of crisis they use the gift of integrative thinking to overcome any disruption. They seek relevant factors to the problem, consider multidirectional relationships among variables, and see problems as a whole to fit the parts and the decisions that affect the whole track and creatively resolve tensions among opposing ideas to generate innovative outcome. (Rogers, 2007)

In one quote Kotter identified this trend as coping with change that will solve the complexity, so the leader here doesn't ignore the problem but he aligns the potentials of the organization with the problem in advocating change (Kotter, 2001)

Alex Lowy in his studies of paradoxical leadership attributes and leadership dilemmas identified five steps to reach a culture of leadership change in the organization. These are listed as follows:

- Mind-mapping of the organization's potentials and prospects.
- Identifying the complexity.
- Analyze and reframe
- Resolve the gap.
- Plan and implement. (Lowey, 2008)

When we look to what Lowy is advocating the first thing that gets to one's mind is leadership a musical construct and the leader is the Maestro?? Well, it seems so as the music business needs the integration of many parties who may not be even from the same firm and the person who is bringing them all together is the producer. So in fact, the producer here is the Exponential leader who in several ambiguous circumstances is never sure about the product or the final output of his construct in spite of all expertise, as this is mainly due to stressful conditions at the times of change. Yet still the exploratory vision of an exponential leader is the yardstick that the maestro uses in these dilemmas as he excels in managing creativity and inspiring followers to take risks. Exponential leadership is that work of leadership geared for innovation and a work culture that activates disruptive efficiency. This is about establishing a corporate culture of innovation, and not just the simple qualities of a leader, it's about the quality of the people working at your organization. These leaders invest in the human capacity that the organization owns but on both the EQ and IQ levels of your organization. With the paradigm development and the rapid technological change exponential leadership becomes a matrix of organizational competencies under the umbrella of human personnel that fit a new ideology and kind of work ethic and value favoritism to innovation. Goleman added to this by advocating that an exponential type of leader reaches idealism when it has the favorable emotional intelligence attributes that enhances him to not only introduce change successfully to his followers but embrace it in an empathic way. These are the self-awareness as the ability to recognize the effects of his or her emotions and drives on others, self-regulation and control as people who master their emotions are the best to roll up with change and tame the new trend in an easy smooth way, motivation and passion for work to initiate the action needed, empathy to understand the emotional makeup of his or her followers and also encourages them to work and the social skills that lead to successful network of relations to yield effectiveness in leading change. (Goleman, 1998)

- 7.2 **Exponential leadership to enable Strategic agility policy:** As people might think of a strategic leader as an actor by the gut feeling, lots of researchers would disagree with this notion. An agile leader is the one who will motivate his followers to work for the purpose and in alignment with

exponential quality they will be motivated to make a change for serving this purpose. So the risks taken here are not just the ones for business usual strategies but are the ones applied for the innovative idea carried on by the exponential leader (Bradberry, 2012).

In a hypercompetitive environment, Exponential leadership is central to manage tensions of strategic agility because of the distinct features of this leader that include dynamic competence and relational process. According to Lewis, this is mainly to realize balance between conflicting demands and to solve paradoxical tensions. Moreover a leader in this sense will have the capacity to communicate the vision clearly and avoids traps of anxiety. (Lewis, 2014)

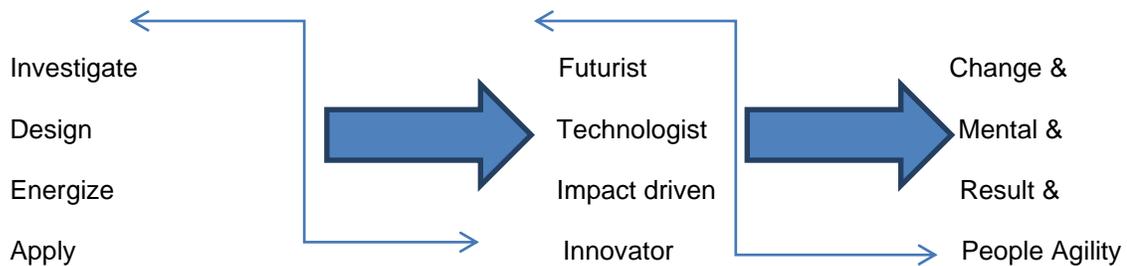


Figure 3 is a combined effort by the researcher to link the types of exponential styles and roles with the agility policy.

The figure (3) above illustrates that the exponential leader has both roles and styles that lead to different kinds of agility policy. The investigator role is a type of futurist, the designer is a type of technologist, The energizer's role is the type of impact driven leader and finally the role of applying the final task and implementing it depends on the kind of innovator who brings ideas to reality. The result is change agility where a new idea is anticipated and embraced, a mental agility which is aligned with the liberation of thinking, the result agility where the action is initiated and finally the people's agility where confidence is generated. Moreover the three core capacities would interfere with this scheme, and these are: strategic sensitivity; leadership unity and resources allocation. The sum total of these variables are accumulated to reach a culture of leadership change in an organization implying a state of mind mapping; identifying complexities in a smooth way; analyzing and reframing; resolving the gap successfully , plan and implement the solution.

## 8- Case study:

In the case study below, the style of leadership in handling the launching and the inauguration of the New Suez Canal from three year to one year period will be exposed to test the exponential character of the President of Egypt and his ruling government in handling this situation specifically under a severe transitional circumstances in the country and a great effort to embrace back the security measures. The main data collected were from the ministry of Transportation official site and the qualitative technique used in this paper, is in depth interviews. This type included face to face and telephone interviews with two of a high official rank in the army and the government who refused to disclose their names. The respondents who through answering the researcher's questions clarified so many strengths and weaknesses that the government witnessed in advocating the idea were in direct contact with shipping industry and relevant to the business involved in the New Suez canal.

### 8.1- Suez Canal: description:

The Suez Canal is the longest natural and navigational tunnel worldwide forming a relatively excellent feature for Egypt in comparison with other countries. The length is 163 km (approx. 101 miles); and the width of the narrowest area in terms in depth is 60 m/197 ft.

Suez Canal is currently considered as a global entity affected by and affecting global strategic changes to maritime industry, these include international trade – economic hubs – market status – multimodal transport means and the integration on the regional and global levels. The competitive and alternative ways that poses threat to the importance of the canal, as the silk road project and the canal proposed by Israel are the two indicators that enhanced the opening of an additional canal project: The New Suez Canal.

As a result, Suez Canal Authority (SCA) is supposed to cope with the changes in order to maintain its competitiveness and maximize the passing trade volume in comparison with the trade volume against the capacity of the canal. The administration is also required to develop a strategy for facing any current or future challenges, to constantly communicate with ship owners and operators and national, regional and international navigation chambers; and to expand its activities in maritime servicing and marketing with the aim of increasing the national income from passage revenue, ( Suez Canal Authority,2017).

The SCA carried out many projects for the purpose of developing the water sector of the navigational canal by increasing the width and depth, so that the canal will be able to cope with the progress of ship building. In addition, the administration endeavored to develop equipment and methods to ensure safe navigation so as to increase confidence of ships owners and operators in the safety of passage through the canal and to preserve the environment. For some years, the Authority has been following a dynamic approach to determine fees and charges based on on-going evaluation of maritime transport economies and market status in relation to ships owners and carriers, along with the possibility of opening new markets relating to the canal path (Ministry of Transport, 2007)

Income from Suez Canal is based on 4 major elements:

- Fee category;
- International trade volume among countries whose trade is connected with the Suez Canal route;
- International monetary circumstances;
- Progress in alternative transport projects.

These factors are considered base of income and also environmental elements that affect the output results of the canal.

In 2007, the SCA's revenues reached an amount of \$ 4.6 billion, while in 2008 the canal generated \$ 5.4 billion by 16.7% increases. It was anticipated revenues in 2009 will be negatively affected due to the global financial crisis and its repercussions on the international trade as well as piracy acts in the south of the Red Sea. However, it remained the same but was highly affected by the Political as well as the Economic disorder resulting from 2011 revolution and all the crucibles that the arena witnessed till the stability measures of June 30<sup>th</sup> revolution and transformational change. At that time the new project for digging the New Suez Canal was put on the top priority of the Country infrastructure plans and Budget and it was the motive to finish it in one year from 2014-2015.

In order to assess the inauguration atmosphere in which the decision of digging the new Suez Canal was taken, the first high ranking Government official I interviewed was asked about the strengths, weaknesses, opportunities and threats pertaining to the Egyptian economy at that time. The answers were analyzed in a detailed typology of SWOT analysis that helped the researcher afterwards in drawing conclusions.

The Egyptian conditions on the 6<sup>th</sup> of August, 2015, around which the New Suez Canal was inaugurated, SWOT analysis:

The strengths:

- Suez Canal Expansion (Competitive advantage)
- Location ( comparative advantage : heart of middle East)
- Solar & wind energy (could be main providers for renewable energy)
- Tourism (needed to be developed)

- Agriculture & fishing industries.
- Large consumer base (90 million)
- Cheap labor
- Investors' protection.
- Ease of starting business.
- New taxation rules, and grace periods for investors for five years.
- Decrease of imports & increase of exports.
- Multi-modal transport systems employed internationally.

The Weaknesses:

- Illiteracy lack of education quality poverty
- Non flexibility/non efficiency of the Labor market
- High Unemployment rates
- Misuse of resources (lack of professional management)
- Corruption
- Bureaucracy (that hinders innovation & motivation)
- Shortage of foreign exchange currency
- Inflation rates
- Low productivity
- Lack of transparency and accountability in the public sector.
- Policy instability (unpredictability of Laws due to fluctuations of rules & regulations)

The Threats:

- Public debt (in foreign currency)
- Security threats & rise of Islamists (might kill tourism in the strengths)
- Tax evasion (taxes are paid by only 2 million while it should cover 28 M.)
- Imports of basic food supply (e.g. Wheat)
- Technology gap rising (lack of innovation)
- Centralization of government role (affects development & economic freedom)
- Decline in government subsidies (on the long run)
- Terrorism (globally)
- Egypt's rank 42% drop in the Global Innovation Index compared to other countries.
- Carriers will take delivery of 74 more cargo of 18,000 TEU's vessels.

The Opportunities:

- Currency devaluation (on the short run have positive impacts on investments, tourism, and trade)
- New infrastructures plans (The New Capital)
- Evolving of new markets for the services sector
- Increasing Public Private Partnerships (PPP) & the separation of ownership & management.
- New Suez Canal inauguration.
- New taxes regulations.

### **8.3- The new Suez Canal: The President exponential move.**

The story is like a fairy tale of Egyptian efforts in collaboration with international expertise in dredging and guided by an exponential type of leader. The project includes a 35 km parallel waterway flanking the old 145 year old canal to complement the shortest pathway between Asia and Europe and adding to the competitive advantages of Egypt. The main objective of the new Suez Canal is to minimize the time of crossing of ships and to maximize the number of ships transiting every day. As the Egyptian economy declined after the 25<sup>th</sup> January revolution, the Egyptian president launched a public statement in the official press announcing that the Egyptian people will build a new Suez Canal in 12 months to surprise the world about their potentials. This new one will be parallel to the old one and its income will be for the Egyptian economy. The project was a venue of hope

announcement for the youth population which constitutes over 35% of the Egyptian society, in finding new job opportunities, investment challenges in the commercial area around Suez Canal and in feeling safe in their own country again. The president took the action plan of launching Stock shares in all Egyptian banks with fixed dividends and interests for the Egyptian population to finance the project. After ten days, the finance of the New Suez Canal was collected fully by the Egyptians only under the slogan of liberalizing the economy from any loans for this purpose. The money was collected with love, passion and dedication and the timing was a strategic stand point in the whole history with the highest degree of responsiveness. The behavior of President El Sisi is reflected in the explanation of the Cognitive resources theory of leadership which reflects on some exponential attributes. A conceptual scheme for explaining how leader behavior changes under disruptive levels to impact group performance include: Intelligence, experience, stress management, group performance and Emotional intelligence.

The move of the president was blessed by his followers and most of the Egyptian people as the hope for prosperity are on the way. The number of ships transiting Egyptian Suez Canal rose by 7.8% and the revenues reached 13.7% compared to previous data. Earlier in 2016, there was still a figure of 4.2 billion but now it rose up to 4.345 as a result of more trade agreements. The Suez Canal new venue for investment opportunities was crowned by signing 6 contracts with Egyptian and foreign investors to develop northern and southern sides of the economic zone of the new canal to benefit the Egyptian and the global economy as well in offering more than 1 million job opportunities to the youth. The project aims at a comprehensive development of the trade area around the new canal and reviving it to a logistical hub. The drilling bill was reaching 4\$ us billion dollars which is equivalent to more than 30 billion Egyptian pounds. The money was collected by issuing five year investment certificate at an interest of 12% which was the highest at that time. These were mainly issued because of time limitation and security reasons instead of issuing stocks. The timing was crucial as the Middle East countries are investing in infrastructure to improve transport and trade links under the multi-modal transport plans.

The slogan of the president was that “Egyptians are writing history” and that the new canal is Egypt’s gift to the world with a cost of \$8 billion. Moreover, UAE helped through The National marine dredging company in this process and threw an international consortium to dredge 184.3 million cubic meters of earth in just a year. (The National Navigation Company, March 15<sup>th</sup>, 2018)

According to the two government officials interviewed, the Multi-Modal transport system had put the new Suez Canal in the center of the Egyptian Economy strength points leading to increase in the promotion of exports, opening of new markets and growth of the supporting industries and services of the maritime transport sector. The use of hinterland around the new Suez Canal is a crucial pillar to the development of a free zone commercial center as there is a trend by the Egyptian government for the development and investment in the Northern and Southern areas of the canal and Involving FDI up to \$100 billion dollars under the auspices of his excellency the prime minister as by the ministry of Transport archives. The new development project in this sense will help with the government policy for investing in 95 km along the Sokhna DP and the revival of East Port Said through a marketing company called AOS located in UAE.

President El Sisi, extended his vision for leading the country to create a value added by opening the new Suez Canal to increase the national wealth by integrating positive economic, social and administrative scopes of reforms along the project through most ministries in the government and on top of them the ministry of planning to achieve a maximum profit to what Suez Canal is delivering to the budget of the country by the end of the general fiscal year. His exponential style of leadership worked on deep avoidance of what we call Bureau-pathology, irrational use of resource allocation and encouraging a competitive dynamic managerial initiative. The new Suez Canal is the hope road for operational effectiveness and efficiency of the trade freight and load services. Moreover the maritime services could be developed under the application of the Multi-modal transport logistics,

through bringing the best technical equipment, building passenger terminals and establishing maritime service company by the Port authority or in cooperation with the private sector.

#### **8.4- Agility policy and reforms in alignment with the project:**

The Egyptian President gave the orders for a total administrative, human and investment reforms that are crucial requirements to go parallel to the operations handled by the new Suez Canal, these are as follows:

- Developing the Administrative and Legislative frame of the state to allow the total elimination of bureaucracy through new investment regulations to encourage foreigners to launch projects and business along the side the hinterland of the canal.
- Training the staff of the Suez Canal under the supervision of the General Authority of the Red Sea ports and ports training institute on quality, safety and security, electronic management and exchange of information to hunt for competitive opportunities.
- Creating investment in the Suez Canal free zone allowing for the private sector participation, or joint partnership between the public and the private sector.
- Working on the activation of the concept of separating Management from ownership regarding the investments in the services rendered in Egyptian ports away from the infrastructure for matters of national security to keep the sovereignty of the land. These are open invitations for partnerships between private investors and government entities, firms operating under the responsibility of professionals who are not its owners, joined management agreements to ensure skills in conducting a higher level of superstructure management and freedom of financing.
- Avoid Bureaucratic complication by paving the way to more transparency. (Ministry of Transport, 2017).

The previous steps ensure the transition of the Egyptian state from one direction to another moving in an agile manner towards progress under specific exponential quality pertaining to the president. His style is reflecting the VUCA concept by using different methods to overcome uncertainty and complexities, defying the doubts of his followers by the increase of world trade passing through the Egyptian territory after the inauguration of the New Canal and allowing for quick conceptual mind mapping to change the strict bureaucratic measures hindering development.

#### **8.5- Analytical reflection on the interview results components:**

The main qualitative technique used in the research is in-depth interviews. These interviews were based on unstructured, personal and direct questions with a single participant on a face to face basis.

Questions were open-ended to provide opportunity for the participant to explain with full analysis a reflection around the topic of exponential leadership attributes helping in the strategic agility shift of the state of the country.

The interviews reflected on results proving the alternative hypotheses displayed in the research showing that exponential leadership is the key to enhance strategic agility policy, and there is a significant relation between the exponential style of leadership and the creative development of the organization. The two experts around the shipping sector- and who refused to cite the names- that the researcher interviewed paved the way to draw a generalization that helps in the research questions prevailing in the study.

1- Leading exponentially in a culture of strategic agility policy- making:

- a- Impactful results: The project tackled results aiming to leave an impact, by embracing the changes needed in the mind-set of the Egyptian people for the sense of urgency. The idea here was to provide a plan for a sustainable idea that gathers the people around one goal in qualities of alignment; engagement and trust. The statement here reflects on the literature review idea related to the impactful style of exponential leader when it comes to achieving important goals. So the word IMPACT will be equal to:

I= influence; M= motivation; P= purpose; A= action; C= conflict and T= trust, bearing in mind the result should be not only a simple action but a focused action that will leave an impact (Johnston, 2017). The interpersonal skills that president SISI owned and the timing were the key success to embed the policy and to add to success of the equation, where the impact plus results plus inter-relationships allowed the success of the project. These inter-relationships depended on the great skills of communication that turned the majority of the population to be like the spider web with no strands by focusing on solving for the impactful results; pushing systems and allocating resources that are critical to the goal achievement and multiplying relationships with foreign countries to understand our purpose. So in one word he found the pattern by acting on the key word for his campaign to achieve the project of the new Suez Canal and to be the tool to realize Strategic agility policy to be executed. He was stressing the idea of “we can”, or “we shall overcome it”, and this yielded endurance and hope.

- b- Thinking patterns: As in a changing agile world leading exponentially is a must, so thinking outside the box is the solution and this is only achievable when you embrace the kind of change needed by focusing on both the yellow and the green hat of thinking. By using the yellow hat, a leader focuses on the visionary style of optimism and constructive thinking to reach a goal effectively and mobilizing the resources to achieve it on an inspirational level. Moreover, by combining the focus on the green hat the leader creates a fertile ground of creativity and new ideas (DE Bono, 1999). According to the 1<sup>st</sup> and the 2<sup>nd</sup> interviewer, the timing of the whole process enhanced in the achievement of the strategic agility policy to be embedded and for the mission to be executed as when to lead is as important as what to do and where to go. In addition the people buy into the leader before identifying with the vision, so the right actions in the right time to foster followers requires understanding, preparation, intuition and decisiveness. This statement here reflects on what was previously discussed as the laws of timing and the procedures of advocating change with the different styles and roles of exponential leaders yielding a change agility policy, as it is never about the worthy cause only, it is about the leader qualities to advocate this cause in the right timing ( Maxwell, 2007). According to the 1<sup>st</sup> official interview, mobilizing a whole country for a purpose is a leadership challenge that needs credibility by modeling the way and challenging the process. This reflects on Kouzes, talking on credibility in his book the leadership challenge stating that credibility and trust are acquired when you “ do what you say you will do” or in other words= DWYSYWD ( Kouzes and Posner, 2012).

2- Exponential is being able to do the flip:

- a- Leaders driving change: This happened in the project through promoting dialogue, engendering respect, sparking collaboration and inspiring initiative. The effect of modeling the picture was a quality shared by Mr. president at the time, and this helped in the idea of doing what people see as right and not only what they think it will yield profit or not. It might have been a risk at the time but you needed to leverage the Egyptian image worldwide, and you as an average citizen needed the hope to be engaged in something of a value to gain the Egyptian identity.

- b- Exponentials helped in creating an appreciative type of leadership: This happened when the idea was advocated as a torch gathering the capacities and mobilizing the creative potentials to turn it into positive powers to carry the project and challenging by the short time of delivery. The project turned out to be a positive power setting in motions positive ripples of confidence, energy, enthusiasm and performance to make a difference in the Egyptian society (Whitney, 2010).
  - c- Having a base to anticipate change and to find the means to embrace it was the first icon of the President in such a long journey. Generating confidence in delivering a three years project into just one year was his words to the Egyptian people in the launching speech and he accomplished his promise. Thirdly, initiating the action and hiring 43,000 young Egyptians to work on the project under the supervision of four member joint venture called Challenge Consortium consisting of UAE based Dredging Company, Boskalis and Van Oord from the Netherlands and Jan de Nul from Belgium with a total cost of \$1.5 billion shared between the 4 partners. Finally, liberating thinking in a global interest of mutual benefits opening a new venue for investment and allowing traders who haven't had access to Iranian market for the last 40 years to maximize their profits legally.
- 3- Agility policy helps in facing competition:
- a- A Strategic melting point in the Egyptian Economy: The new Suez Canal opened the venue to Neopanamax ships 14,000 TEU to move across the depth of the new canal which created an added value to the inauguration of the canal at that specific time where the international trade itself is passing through a flip. This decreased the threat that could be imposed by the new railway between China and Europe carrying cargoes with half price and time involved in sea or air freight because the competitive pricing policy that will be advocated by the SCA will compete the international standards. The safety measure ensured by the new passage will help alleviate any mitigated risk faced by other means of transportation in the Multi-Model system, and hence the correct policy was initiated at the correct time.
  - b- Assessing competition and intervening factors to achieve optimum agile policy results: There are international causes that intervened with the results of Suez Canal performance related to changes in pricing policies, petroleum products instability and drawbacks of logistical development in some sectors in the country especially after the revolution. Therefore, we may find a decrease in the expectations of Suez Canal revenues after the new opening from 5.3 to 4.9 billion dollars in 2017. ( El Sayed, 2018) So, the opposition relating the construction of the new Suez Canal does not support the fact that the agile policy in the country is not valid as the hindering factor entails so many international causes and developments that are not related to the description of the exponential leadership qualities which validates both hypotheses.

## 9- Conclusion and recommendations:

According to IMF Chief in a CNN interview in the last Davos, Switzerland conference 2018, this is a new era of Trans-Pacific partnerships offered by delegate speakers which will change the face of trade around the world. This statement has a reflection on countries to revise their trade agreements and channels of transportation to accommodate the change. Countries not only organizations need strategic agility policy which is related to the urgency of the need for change and is an essential measure for organizational success. A unified managerial commitment is the paving way enabling leaders to identify key opportunities and threats. The choice for an exponential leader is usually between complexity reduction and complexity absorption where he has to develop a portfolio of different agility approaches to handle the disruption. Moreover, the organisation has to endure the continuous change and be armed with flexible resource bases and a continuous learning aptitude.

The strategic responsiveness and sensitivity with the unified leadership and the successful resource allocation are the key factors behind the success of facing disruption and change. Redefining the issue is usually the key behind the success of exponential leader in innovating a new way towards solving the complexity. The great buildup of tension and anxiety is not the problem itself but the problem is expecting otherwise and” thinking that having a problem is a problem” (Lowey, 2008). The goal in creative problem solving is to remove the barrier to success which is the gap between expectation and reality when it comes to realizing the potential advantages of an agile movement policy specially if it is on the level of the country and not only the organization.

On the practical level, the highest recommendations to the New Suez Canal initiative to face challenges are:

- The development of the area parallel to the new canal and capitalize on the opportunities to sustain the Egyptian economy, the area designated is around 76,000 Square Km for development of logistical hubs around the area. According to Hellenic Shipping news, the government through its leadership has to ensure a smooth agile transition to more liberation of investments’ bureaucratic pathology that stifles opportunities, to create “the single window” system. This will cut red tape and minimize the risk of corruption in a pro- investment climate taking advantage of the rise of number of ships passing through the canal daily from 49 to 97 vessels.
- The New Canal added to the comparative advantage of the older ones as being the longest in the world without locks and a zero record of accidents in comparisons with other waterways, and trespassed to more competitive advantages edge to reshape the position of Suez Canal internationally allowing the passage of larger vessels in opposite directions which is very unique and saving time of long awaited queues of ships at the entry of the canal. So, the result of the agile movement is lower costs of transportation and a big logistical hub that will be achieved in 2023 as the project develops to feature an economic zone for manufacturing and investment. The new canal is acting as adjacent to the Panama Canal related to a wait time of 30 days in transit or reparation in comparison to Panama with 36 days. The only worldwide challenge to this great project is the fluctuation in oil prices which might lead the ships for the route of Good hope again and using only the new canal in their way back to Asia. Therefore, Egypt took proactive measures by digging a new canal.
- The development of ports infrastructure parallel to the utilization to modern information technology systems in ports to be aligned with all the efforts in reviving business transactions around the free-trade areas constructed around the ports. Examples of these ports that could be used as a hub area id Al-Adabiya port in Suez Governorate which is specialized in corn silos and can leverage the area for investments opportunities.
- A holding company ensuring the realization of the legal separation between management and ownership when it comes to services rendered to the area of free zone around the new canal. This company can go along the same legal jurisdiction of the previous Law 23 of 1991 (Ministry of transport and investment law for year 1991), by extending it to the Suez Canal authority. This will ensure the transfer of the role of the state from the role of the owner and the operator of services, to the infrastructure owner and supplier only, paving the way to other companies to carry on the superstructure of services rendered by the ports to decrease budget constraints and to cope with the international changes of worldwide administration.
- Facing Environmentalists campaigns by doing an impact assessment of the threats to the environment and the preventive precautions in this matter: As expanding more in the Suez Canal will endanger marine life by invasions of the Red Sea, The United Nations Convention of Biological Diversity asked the Egyptian Government to conduct this assessment to abide by international regulations and procedures.

- Facing growing risks if the hinterland of the ports around the new canal is not well secured, as damages can happen like the explosion at Tianjini port in China in August 2015 which killed 170 people and cost 275 million losses. (Pouderoyen, 2016). The risks here is that some clients will need what we call exception management not to stay at the pier!!! And the best affordable solution will be the suggestion made earlier to enhance the formulation of several holding companies not only one to face both financial crisis and environmental issues related to the new Suez Canal activities.

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