

An Historical View To Strategic Leadership: Alexander The Great

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An Historical View To Strategic Leadership: Alexander The Great

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Özet:

Amaç: Bu çalışmanın amacı, Yunan uygarlığının ve kültürünün yaygınlaşarak geniş alanlara yayılmasında büyük pay sahibi olan ve 'fatihler fatihi' olarak adlandırılan Büyük İskender'i yönetsel bakış açısıyla mercek altına almak ve stratejik liderlik bağlamında incelemektir.

Yöntem: İ.Ö. 356-323 yılları arasında yaşayan Büyük İskender, Yunan kültürü ile Doğu kültürünün değerlerinin karışmasından doğan Helenistik kültürü tetikleyerek Roma İmparatorluğu'nun temellerini hazırlamış ve dünya tarihinin seyrini değiştirmiştir. Tüm dünyada çağlar boyunca irade, tutku ve cesaret sembolü olarak kabul edilen İskender'in liderlik potansiyelini ortaya koyabilmek amacıyla tarih ve yönetim disiplinlerine ilişkin ayrıntılı bir literatür araştırması gerçekleştirilmiştir. Bu bağlamda tüm zamanların en sıra dışı ve etkileyici karakteri olarak nitelenebilen Büyük İskender, stratejik liderlik açısından önemli bir vaka incelemesi olarak değerlendirilebilmektedir.

Sonuç: Yirmi yaşında babası II. Philip'in yerine tahta geçen ve Yunan yarımadasından Hindistan'a dek uzanan büyük bir imparatorluk kuran İskender, askeri dehası ile tarihe mal olmuştur. Tarihçiler tarafından kendisine 'Büyük İskender' ismi yakıştırılan bu genç adam, otuz üç yıl süren kısa yaşamı sırasında başardıkları ile çağlar boyunca etkileri hissedilen pek çok başarıya imza atmıştır. Bu nedenle Batı'da olduğu gibi, Doğu'da da pek çok millet tarafından benimsenen ve çeşitli efsanelere konu olan Büyük İskender'in kişiliğinin ve yaşamının ayrıntılı analizi, stratejik liderliğe ilişkin tarihsel bir bakış anlamına da gelmektedir.

Anahtar Kelimeler: Strateji, Liderlik, Stratejik Liderlik, Büyük İskender

Abstract:

Objective: This study aims at examining Alexander the Great, who had a big role in spreading Greek civilization and culture in many parts of the world and who can be called as 'conqueror of conquerors', from a managerial point of view and examining him in strategic leadership context.

Method: Alexander the Great, who lived between the years 356 BC - 323 BC, laid down the basis of Roman civilization by promoting the Hellenistic culture which was a mixture of Greek and Oriental cultures and this changed the way of world history. A well-detailed literature review related to history and management disciplines was carried out in order to highlight leadership potential of Alexander, who was regarded as the symbol of passion, will and courage all over the world for ages. Alexander the Great, who can be nominated as the most extraordinary and charismatic leader of all times within this context, can be regarded as an important case study in terms of strategic leadership.

Conclusion: Alexander, who succeeded to the crown after his father Philip II when he was 20 and who founded a great empire stretching from Greek Peninsula to India, became a historically important person thanks to his military genius. Young Alexander was given the name 'Alexander the Great' by historians. He succeeded in many great things during his 33-year old life that his deeds have been remembered for ages. Therefore; a detailed analysis of life and personality of Alexander, who was internalized and turned into the main character of many legends by many nations in not only Oriental but also Western world, represents a historic point of view in terms of strategic leadership.

Keywords: Strategy, Leadership, Strategic Leadership, Alexander the Great.

Introduction

"Sharing experiences or telling stories shapes our own attitude, behavior, and point of view. We become the story, and the story guides our lives"

Tichy

Alexander III, known as 'Macedonian Alexander' ascended to throne in his twenties and became Macedonian king between 336-323 BC. After destroying Persian Empire, he built his Empire on a wide territory from Greece to India and had been effective on spreading the Antique Greek civilization and then he became a mythical hero. Alexander, who commanded three continents, is known as one of the biggest commanders and strategists of the world.

1. Who Is Alexander The Great?

Alexander the Great is considered to be one of the most successful military commanders in world history, conquering most of the world known to the ancient Greeks before his death. He was born on 20 July 356 BC in Pella, Macedonia and died on 13 June 323 BC in Babylon. By introducing beyond Babylon the Western cultures, he created a new world map and handled a new evolution whose effects would last along centuries. Also the effects of his journey to Asia waged on world's science, culture, art and economic life during centuries (Plutarkhos, 2001).

By the time he died in June 323 BC, six weeks shy of his 33rd birthday, his empire stretched from the Balkans to the Himalayas-an unprecedented kingdom that spanned what is now Greece, Turkey, Lebanon, Syria, Jordan, Israel, Egypt, Iraq, Kuwait, Iran, Afghanistan, Pakistan and parts of India, Turkmenistan, Uzbekistan and Tajikistan. So much so that his empire included the whole world known till then.

Alexander's main characteristics which differ him from other leaders are; his passion which motivates his warrior soul, his hardness and violence, his loneliness and me-

lancholy, his passion to discover and his desire to build a world empire where all people would live in serenity and peace. Maybe because of these characteristics of him, he was awarded with the title 'Great' and has been an admirable model for the following leaders ever since. His mysterious character made him a myth and carried this myth till today.

Beyond the like-minded about his importance as a historical person and his effect on the history of civilization, there are three different comments about him: some consider him right; some wrong; and some judge him objectively. Some historians read him as a visionary leader who aimed to unify Western and Eastern cultures and who fastened the pre-globalization process; some read him as an unbalanced and cruel megalomaniac who wants to get hold of as much land as he can do. Even, the supporters of this comment call him: Antique World's Hitler.

Alexander, who is accepted a plunderer murderer, a bandit and a cool imperialist by famous researchers like Cleitarchus, St. Augustine, Dante and Bosworth, is marked as a negative icon. These comments about him brought up the term 'Alexandriism' with the meaning of "to conquer, the madness of destroying and eliminating the nations". For the same psychotic situation 'Agriothymia ambitiosa' is also used instead of 'Alexandriism' (Dinçmen, 1997: 40-41).

Some other historians who unite both positive and negative points of view about Alexander argue taking him up as a person who is crucial but in his circumstances, and who should be regarded as a figure, bringing Western civilizations to East.

1.2. The Life Of Alexander The Great

Alexander the Great was the son of King Philip II of Macedonia and of his fourth wife, Epirote Princess Olympias. According to Plutarch, Olympias was impregnated not by Philip, but by Zeus Ammon. Alexander was himself aware of these legends, and would refer to Zeus as his father, rather than Philip. Plutarch relates that both Philip and Olympias dreamed of their son's future birth. Olympias dreamed of a loud burst of thunder and of lightning striking her womb. In Philip's dream, he sealed her womb with the seal of the lion. Alarmed by this, he consulted the seer Aristander of Telmessus, who determined that his wife was pregnant and that the child would have the character of a lion (Plutarch, 2001: 9; Bosworth, 2005: 339).

Apart from this mythical lion-like character, like many children, his personality is merely affected by his parents: Philip is said to be the one who brought the more rational side to Alexander. It is also known that Philip was an incredibly tough soldier. Also Olympias was known as a bitter woman and was said to play with snakes. Alexander received his religious devotion from her: his daily worship of the Gods later in his life, while part of his duty as king, was a behavior most certainly learned from his mother. Olympias was also intelligent and ready to root out and deal with anyone that she thought to be an enemy (Bocci, 2004: 9).

His father built a unique, strong, and bureaucratic domain for Alexander. Unlike traditional kingdoms of the time, Macedonia had full-time troops, who were well-trained in maneuvers and outfitted with newly developed weapons. The elite troops remained on duty even during harvest seasons, when all possible manpower was normally required to work in the fields. This shows the innovative heritage of Alexander from his father (Mieghem, 1998: 41).

As a young boy, Alexander has a very self controlled but violent and ambitious character. He is even said to have been competitive

with his father at an early age. When Philip conquered a new city, Alexander is said have been upset, fearing that there would be nothing left for him to do once king. Because of the busyness of his father, Alexander had closer relationship with his mother. She spoiled him and he was completely devoted to her. Olympias was also in charge of Alexander's education as a young boy. She first chose for him, a relative of hers: Leonidas who was fond of using 'Spartan' discipline to train Alexander and would push the child's endurance with long marches and denied him the treats his mother would send. This type of training conditioned Alexander's body and mind at an early age to deal with the difficulty of the military. His next tutor was Lysimachus of Acarnania, who took to calling Alexander Achilles and himself Phoenix (Bocci, 2004: 12).

Education is a concept that encompasses teaching and learning specific knowledge, beliefs and skills. Education enables us to change one's goals, knowledge, attitude, behavior and ethical judgment along desired direction. Education, which is a behavior changing process, is a key element for management discipline and leadership process. Vassaf points out the very early education - from the birth- of future emperors, during the empires period and the facility that it makes on the little emperor in order to be a statesman (Vassaf, 2002: 16). Thus, considering the period that he lived, Alexander had a perfect education which enabled him to be that important and great.

Prepared painstakingly to be a manager, Alexander passed a tough education. And also it is known that Alexander brought the benefits of education through the spread of the Macedonian system of royal pages of which form came from Macedonia and its contents from Macedonia and Greece. The sons of members of Alexander's court, and later elite sons in conquered kingdoms and their cities, were taken into a four year pre-military training program which culminated in the final year with service in the king's bodyguard. The pages are associated with

the Macedonian monarchy in a tradition which antedates Philip and Alexander. The trainings were about grammar, rhetoric, dialectic, geometry, arithmetic, astronomy and music (Geagan, 1998: 5).

Alexander also learned how to play the lyre and is said to have had an affinity for it. When Alexander was around nine years old, he was said to have shown great athletic ability, especially in running. He also well trained with horses, as seen in the incident with Bucephalus. It was after this incident that his father decided to employ a new tutor for him: Aristotle*. Aristotle guided him for three years. During this period Alexander have not only learned ethics and politics, but also medicine and the natural world. He also had an education on art (Bocci, 2004: 14). Raised to believe that he was descended from both the Greek heroes Achilles, Herakles and Dionysos, the young Alexander acquired a zealous reverence for the ancient Greek myths. He loved to recite passages from the plays of Euripides, and he slept with a dagger and a well-thumbed copy of the Iliad beneath his pillow during his campaigns (Convington, 2004: 72).

Alexander's talent of leadership was soon to be discovered in 340 BC when the Thracians rose against the kingdom while his father was away to Byzantium to fight rebels and take control of an uprising. Following Aristotle's advice to take initiative, Alexander suppressed the rebellion bravely and named the castle that he seized "Alexandroupolis". It is remarkable that he was only sixteen then.

He was only 20 when Philip II- his father- was assassinated in 336 BC But he quickly secured power and took up his father's conquests. Philip II had intended to defeat the mighty Persian Empire, which the Greeks and Macedonians considered to be barba-

rian.

In the spring of 334 BC, Alexander left Macedonia with an army of 30.000 foot soldiers and 5000 cavalry never to see home again. Firstly he began taking Persian territory and he won the battle versus 600.000 men of Persia's King Darius III -his main opponent-. When Darius fled, stranding his mother, wife and daughters, Alexander treated them kindly and by acting like that, he showed respect for Darius as a fellow warrior.

Alexander then pushed south and east. In the places that welcomed him, he proclaimed himself liberator, not conqueror. But cities that resisted him were shown no mercy. He defeated the Phoenician city of Tyre after a seven-month siege and he sold the women and children into slavery. In Egypt, he was crowned Pharaoh. Then he founded Alexandria, which is the first of many cities to which he gave his name.

Once again in 331 BC, Alexander defeated Darius at the battle of Gaugamela and the following year, he captured Darius's capital -Persepolis-. After the death of Darius, Alexander proclaimed himself 'Lord of Asia' (Brown, 2005: 13). In that year, he had asked an oracle of the gods in the Libyan Desert which deities he should honor when he reached the Outer Ocean. The ocean, he believed, was the edge of the world. Already, he aimed to conquer everything until the world ran out. The gods were on his side.

In 330 BC, he had only to follow up his third crushing victory to be acknowledged ruler of lands that covered a million square miles. He had become many thousand times richer than anyone else in his world. He began as king of the Macedonians and confirmed himself as master of all the Greeks, pharaoh of Egypt, and by conquest the lord of Asia. Through his conquests, Asia, and Egypt

*Aristotle (383-322 BCE) was an Ancient Greek philosopher. He wrote books on many subjects, including physics, poetry, zoology, logic, rhetoric, government, and biology. Aristotle, along with Plato and Socrates, is generally considered one of the most influential of ancient Greek philosophers. They transformed Presocratic Greek philosophy into the foundations of Western philosophy as we know it.

came under Greek rule for the first time. These conquests marked the start of a new age, a Greek history which centered on the Greek Macedonian kings and stretched from Sicily to Punjab (Fox, 1980: 16).

1.3. *The Historical Importance Of Alexander The Great*

Doubtlessly, Alexander the Great, called 'Conqueror of Conquerors', holds the biggest share in Greek history and culture's spreading that much and that effectively. Alexander, The Macedonian Warrior King, with his army of 50.000 soldiers attacked the Persian Empire, the strongest state of the world, in 4th century BC. He reigned for more than ten years over three continents where tens of millions of people lived. Ruling for twelve years and eight months, Alexander led an unprecedented kingdom on a territory ranging from Balkans to the Himalayas. He became a logistics legend, inspiring other great rulers, including Julius Caesar and Napoleon, even as they were daunted by their inability to achieve as much as Alexander had in his short lifetime. It is still possible to witness the cultural effects of his deeds and his footsteps throughout the large geographical territory between the West and the East despite centuries that elapsed.

Over 2000 years ago, Alexander the Great and his army marched relentlessly on a 22.000-mile expedition from Greece to India. Alexander's conquest of most of the known world was a crucial turning point in history which opened up contacts between Europe and Asia, paved the way for the Roman Empire and spread of Islam, and unleashed astonishing historical energies that continue to affect the world today (Wood, 1997). Triggering the birth of the Hellenistic culture combining the Greek and Eastern culture into one single pot and laying the bases of the Roman Empire, Alexander was honored with a rank which was not given to any other leader due to his deep impact on changing the direction of the world history. His case is first to render a king "The Great" as a

title. The most important aspect distinguishing this young and passionate 'Great' man from his counterparts is the fact that no other conqueror had ever dreamt so big ideas as he did and that no other conqueror realized his dreams to that extent.

The first known biggest war waged between the Western and Eastern world is the fights between the Hellenes and Persians lasting for two hundred years. Alexander closed this era by demolishing the Persian State, conquering the lands covering the African Desert, Jaksartes and those beyond Indus River, spreading the Greek sovereignty and philosophy over dead culture nations, and starting the Hellenism. The history of man never recorded again two other events as astonishing as these. Neither beforehand nor afterwards has such a small nation ever succeeded to sharply destroy the overwhelming power of another state in such a short time. Again no other state in the history has ever built new states and nations on those ruins (Droysen, 2000).

Alexander is viewed as laying the foundations of 'Hellenization'. He established the groundwork for a prosperous economic life as a means of holding Asia together; he imposed peaceful conditions, improved the infrastructure, and stabilized exchange. Alexander's modernization included improvements to the existing form of satrapal government, control and exploitation of the sea, and construction of cities in a series of policies which were extended even into India (Geagan, 1998: 175-186). From a historical perspective, it can be seen that his military expedition over Asia has widespread and deep impacts on science, culture and economics in the world.

Another deed of Alexander that implicitly started the Hellenistic age and cultural transformation is that he established new cities. Plutarkhos states that the number of these cities is above 70. Having been founded as military bases and then turned into culture and trade centers in time, these cities played an important role in the Ancient Greek effect's

spreading till India. After Athens was reigned by the Macedonians, the torch of science and culture that started to extinguish was ignited again in Alexandria, which was founded by Alexander to spread Hellen culture. The Greek culture was moved to Alexandria through the Greek scientists and thinkers. So, Alexandria became the culture center of the Hellenistic age. The Library of Alexandria reproduced and classified the Greek classics. It is said that this library held around half a million classified books written on papyrus. The Library of Alexandria is also a school where a lot of information on various issues is gathered. The Greek science and philosophy were transferred to the Islamic culture through the channel of Alexandria, and then the culture affected the European culture back at the end of the Middle Age (Şenel, 2004: 184).

1.4. The Legend Of Alexander The Great

"Alexander the Great is still living and rule the world".

Michael Wood

Alexander the Great is a leader who has been owned by many nations in not only West but also East and has been subject of various legends.

Alexander had a sister named Thessalonice married to Cassander who later founded the city of Thessaloniki after his wife. There exists a popular Greek legend about a mermaid or Gorgon that lived in the Aegean for hundreds of years and was thought to be Thessalonica. The legend states that when sailors in the Aegean encountered her she asked them a question: "Is Alexander the king alive?" to which the right answer would be "He lives and still rules". Any other answer would spur her rage and mean doom for the ship.

Another legend tells of Alexander's campaign down into the Syrian world toward Egypt. On the way, he planned to lay siege to the city of Jerusalem. As the victorious armies of the Greeks approached the city, word was brought to the Jews in Jerusalem

that the armies were on their way. The high priest at that time, who was a godly old man by the name of Jaddua took the sacred writings of Daniel the prophet and, accompanied by a host of other priests dressed in white garments, went forth and met Alexander some distance outside the city.

All this is from the report of Josephus, the Jewish historian, who tells that Alexander left his army and hurried to meet this body of priests. When he met them, he told the high priest that he had had a vision the night before in which God had shown him an old man, robed in a white garment, who would show him something of great significance to himself, according to the account, the high priest then opened the prophecies of Daniel and read them to Alexander.

It was predicted that a Greek king would arise to conquer Persia and 'who will rule with great power' and later 'his empire will be broken up and parceled out toward the four winds of heaven'. This was believed to have been written at least 200 years before Alexander's birth. In the prophecies Alexander was able to see the predictions that he would become that notable goat with the horn in his forehead, who would come from the West and smash the power of Persia and conquer the world. He was so overwhelmed by the accuracy of this prophecy and, of course, by the fact that it spoke about him, that he promised that he would save Jerusalem from siege, and sent the high priest back with honors (http://encycl.opentopia.com/term/Alexander_the_Great#Alexander's_legend, 20.05.2006).

Some believe that, excepting certain religious texts, the prophecies of Daniel is the most widely-read work of pre-modern times. In this context the phenomena of 'Alexander's legend' can be analyzed from the point of view of interculturalism and popular culture.

- Alexander the Great As An Intercultural Image: Alexander the Great was a leader not only accepted in the West, but also in the East. Arabs and Muslims call him 'Zul-

karnyn' which means a person who has two Horns. Some Muslim savants construe these horns like plait light hair. Zulkarnyn is recited in the Qur'an and praised by 'Allah'. This name is possibly a reference to the appearance of a horn-headed figure that exists on coins minted during his rule and later imitated in ancient Middle Eastern coinage. So if this theory is followed, Islamic accounts of the Alexander legend combined the Pseudo-Collisthenes legendary, pseudo-religious material about Alexander. Another legend from the Pseudo-Callisthenes is about Alexander's building of a wall of iron and melted cooper in which Gog and Magog are confined. However some Muslim scholars disagree that Alexander was "Dhul Qarynan".

- Alexander the Great As A Popular Culture Icon: As the most impressive and extraordinary character of all times, Alexander the Great has a worldwide fame and has taken an intercultural image. His position in history and his popularity throughout the centuries resulted in Alexander's being placed in popular media. Frank Holt, an Alexander authority at the University of Houston, estimates that more than 2.000 books and articles have been written about him in the past 40 years (Covington, 2004: 72). Many films, songs, novels, artistic performances and PC/video games have been produced about this great leader.

- For example in 1956, a movie entitled 'Alexander the Great' was produced by MGM. Also in 1941, an Indian movie, 'Sikander', of which Indian version is called 'Sikandar-e-Azam' was released. Bond's 2000 album, Born, included a song entitled "Alexander the Great", just like the British heavy metal band Iron Maiden's song 'Alexander the Great' and many others. Beside these, numerous television series about Alexander have been created. There are also several books written after his life like Steven Pressfield's 'The Virtues of War' and Valerio Massimo Manfredi's 'The Son of the Dream'. Alexander is also a civilization leader in PC/video games like Civilization, Empire

Earth and Rise of Nations: Thrones and Patriots. All these examples enable us to qualify Alexander as a popular culture icon.

1.5. The Character Of Alexander The Great

Beneath this legendary story in which Alexander the Great plays an important role and which deeply affected the history of civilization do mystical personality and robust character of Alexander lie. What made Alexander such a big icon in all cultures and resulted in his success which still can be felt in contemporary age is his personality and character. Montaigne associates the leadership of Alexander with his military assets, audacity, patience, approach of discipline, professionalism and braveness; in addition to all these, Montaigne points out that Alexander ensured his unique and virtuous fame, continuous thanks, to his divine existence as a male, young age and beauty, robustness, upright lion-like stand, and privileged position in level of information and thoughts. Alexander impressed crowds of people with his personality, character and outlook to such an extent that even after his death people considered good luck to have his medals on them (Montaigne, 1997: 227 - 228).

Alexander's most important characteristic that increased his impressiveness as a leader and convinced crowds of people to follow him is his extraordinary physical appearance. As many writers points out and many artistic pieces emphasize, his appearance played an important role in this young king's becoming a legend. It is also possible to claim that physical advantages of Alexander played an important role in his being called a leader distinguished from ordinary people and his being owned by many cultures of the world. Taking into account his physical appearance and leadership mission, it is possible to assess Alexander within the scope of 'star strategy' and consider him as a successful example of star strategy in the ancient world. His death at a young age caused him to be remembered as a young, good-looking and dynamic image all the time.

It is also possible to assess his physical assets

and contribution of these assets to the role of leadership within the scope of traits approach. The first approach developed in leadership, traits approach, is based on the assumption that there is a relationship between individual traits and leadership. According to this approach which suggests that physical, intellectual and social traits of an individual indicate his/her potential of leadership; one should have superior traits different from those of others in order to undertake leadership. In this context when looking at an image of Alexander, besides his deep-set eyes, crooked neck and wavy hair, one can see the courage and personality that one associates with such a leader. Many of the sources point out that he was actually not very tall. His eyes also described as deep, liquid and melting. Some sources also describe him as having two different colors: one black and one blue. Alexander is also noted to be leonine. This could be related to the physiognomic -the foreseeing of one person's character by his physical appearance- theory of Aristotle. In this theory Aristotle argues that the ideal man is one who resembles a lion which describes Alexander perfectly: stiff hair, strong and large bones, a strong neck, bright eyes and a forehead that is neither too wrinkled nor too straight (Bocci, 2004: 19 - 25).

There are some anecdotes in historical records which state that Alexander impressed crowds of people and was taken as a fashion icon due to his physical appearance. For instance; his smoothly shaved face was taken as a model and it became widespread to such an extent that Byzantine and Rhodos State Laws, presentations of comedians, and traditional beard style of philosophers could not succeed stopping this. Within this context, a reality has survived since the ancient times: It is possible that beard and hair style of an emperor or an impressive leader is taken as a model by people and characteristics of him/her are internalized, and become a fashion (Blanck, 1999: 113).

Beside his attractive outlook, his personality

and character are other basic values that shaped Alexander's leadership. Regarded as one of the most extraordinary leaders of all times, Alexander is known to have had a mystical personality and robust character. Also reviewing the history of literature, one can see that Alexander has been taken as a personality difficult to understand. There are various assessments and points of view regarding his personality within this context. On one hand, the young king is identified with his passion, violence and mercilessness that feed his warrior spirit; on the other hand, his interest in discovering his lonely and melancholic spiritual situation, and his desire to establish a world civilization where all people live in peace and welfare. On the basis of historical anecdotes, speeches and identifications; it is possible to define Alexander as an incompatible person living in both worlds at the same time.

Despite all his "imperialist" victories, Alexander has always been regarded as a passionate and melancholic character named by the Greek as 'pothos'*. What made him a romantic hero in the views of many people ranging from the 17th century poet John Dryden to psychologist Sigmund Freud; from Julius Caesar to Napoleon and Eisenhower is this 'pothos' beside his military genuine. It can be thought that Alexander's impressiveness and attractiveness as a leader are resulted by his passion and his personality which is brilliant all the time and has never-ending searches. It is said that when he learnt that there is a finite number of earths in the universe, he said to the philosopher Anaxarchus "There are a lot of earths but I could not conquer even one of them!" feeling a deep regret about it. He was never satisfied with what he had. He also wanted to have a better knowledge like his contemporary philosophers (http://www.pathos.org, 20.04.2006).

Peter Green, making a psychoanalytic reading on life and personality of Alexander, points out that Alexander was brought up with abounding love and care by his mother

* 'Pothos' is a Greek word; which means desire, longing for, regret and want.

Olympias and he idealized his mother at top level. In Green's view, there was a love-hatred relationship arising from the combination of admiration and rivalry between Alexander and his father. He always was in competition with his father who had received divine honors in his lifetime. In addition to this, it is believed that Alexander inherited his father's braveness, intellectual capacity and ability to make quick decisions; and his mother's robust will. Olympias is claimed to be a descendant of Achilles, the warrior hero of Homer's Iliad. Throughout his life, Alexander was obsessed with Homer's story of the Greek siege of Troy. He believed that the spirit of the great Achilles guided his own destiny (Brown, 2005: 12; Geagan, 1998: 194).

Despite his genius, passionate personality and virtues, Alexander should be considered as a human being beyond a historical hero due to his weaknesses, oddities, loves and faults (Manfred, 2000). Naming Alexander one of the three biggest men in history, Montaigne states that Alexander paid victorious visits to all lands with people on them when he was 33, and that he displayed all what a human being could display throughout a life span within a half life. At so young an age his achievements are phenomenal. Montaigne points out that Alexander had numerous moral assets such as honesty, generosity, dedication, affection towards his relatives, and humane behaviors towards his enemies. Nevertheless Montaigne also states the unfair decisions Alexander made. Such unfair decisions, however, are remedied by numerous success stories one has. Therefore, one should assess such people by taking all aspects of them into account (Montaigne, 1997: 226).

2. Strategic Leadership

The word strategy derives from the Greek word *stratēgos*, which referred to the science of military command, or the science of projecting campaigns and directing great military movements; generalship. As a general

meaning, a strategy is a long term plan of action designed to achieve a particular goal (<http://dictionary.laborlawtalk.com/strategy>, 20.05.2006).

Strategy, as a destiny appointer doctrine, is related to leadership process. A leader is a person who integrates, motivates others' forces in order to reach identified goals and who enables them to realize their maximum capacity. On the other side leadership is a combination of information and skills of gathering a group of people around a purpose and activating them by showing the way. Leadership is very important in creating and carrying out strategies (Eren, 1993: 357; 2003: 443).

The ambiguous nature of the leadership concept is evident in its numerous definitions. It is described variously as; 'a focus on group processes', 'a personality trait', 'the art of inducing compliance', 'the exercise of influence', 'a form of persuasion', 'a power relation', 'an instrument of goal achievement', and 'the initiation of structure'. Bennis described the indispensable qualities of a leader as: having a clear purpose; creating and building trust; the sense of optimism - they enables the 'Pygmalion effect'* on followers- (Norris, 1992: 14).

The strategic leadership is a combination of these two matching concepts. The strategy is the plan and the strategic leadership is the requirement to develop and affect the plan. But strategic management is not simply another form of planning: it is a continuous process that is fundamental to the running of an organization -not just planning it- because it integrates strategy and operations, long-term and short-term, and all functions of the organization. That is because this type of leadership involves microscopic perceptions and macroscopic expectations. Strategic leadership emerges in processes of strategic decision-making that become vehicles for individuals and groups to shape organizational strategies. Strategic decisions have

* 'Pygmalion Effect' is a mythos, which tells the inevitable realisation of the wishes of the people. It refers to situations in which peoples perform better than other people simply because they are expected to do so.

several features that distinguish them from other organizational decisions. Sometimes they are made by top management, supported by analysis from subordinate specialists, while other times they emerge out of complex negotiations between internal and external shareholders. These decisions impact the overall organization, not merely a small segmented part of it (Shrivastava and Nachman, 1989: 52; Guillot, 2003: 67; Wilson, 1996: 26).

Strategic leadership is a person's ability to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate changes that will create a viable future for the organization. Strategic leaders must build effective relationships with those in the group and create a culture of trust among all group members including the leader. Members must be willing to reveal their own shortcomings in the process of doing so. According to Warren Bennis, strategic leaders must build and utilize great teams as a means of developing effective, collaborative relationships (Hitt and Ireland, 2002: 4-6). Therefore strategic leadership is a key factor that enhances an organization's sustainable competitive advantage through its vision and values, culture and climate, leadership, structure and systems as well as through its strategy. The great strategic leader, who is essential for the achievement and sustenance of Victory, is the one who can manage the status quo, and yet, in times of peace, move it forward without chaos. In times of danger, this leader can anticipate threats and mobilize actions to pre-empt hostility. Such a leader must have an implicit understanding of the historic and social motivations of his society, and must also understand when, and how, to employ the simplistic cohesion of 'mass motivation' (Copley, 2003: 2).

In order to understand the importance of strategic leadership, it is important to distinguish it from operational leadership. Strong operational leaders are known for their specific focus and marshalling of resources to get the job done. Most senior executives

have progressed in their organizations because they have strong operational skills, but effective strategic leadership requires skills that are;

- **Systemic:** Organizations are interdependent and interconnected systems, so leaders should take into account all this system when making a decision.
- **Future focused:** A strategic leader operates with a far-reaching timetable, integrating short-term results in a long-term focus.
- **Change oriented:** A strategic leader is often a driver of organizational change.

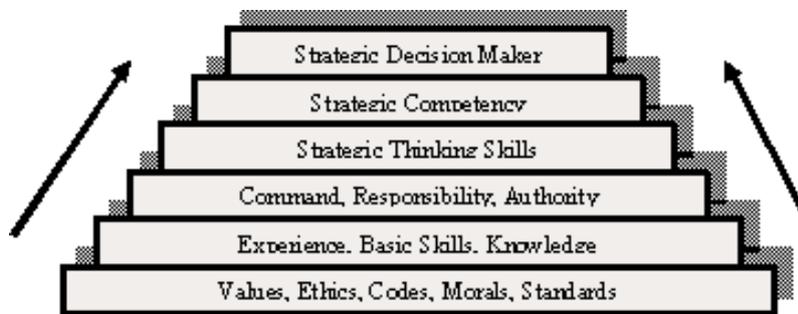
Organizations developed strategic leadership skills in their managers and executives gain strategic clarity and focus -which enables people seeing their part in achieving goals-; ability of using aligned tactics; a large perspective. To gain strategic clarity and focus, ability of using aligned tactics and a large perspective, strategic leaders should make and implement strategy as a learning process; and drive it.

To make strategic leadership a learning process, a leader should have a clear understanding of the competitive situation facing the organization. This involves collecting and interpreting information about an organization's external environment: competitors, the nature of industry, and governmental, economic and social influences. And it also involves collecting and interpreting information about the organization's internal environment such as its systems, and some internal dynamics. Considering all these data, strategic leaders should create a vision about the future state of the organization. After the strategy is decided, the strategic leaders should identify the key strategic drivers which will bring them to their vision. The strategic leaders also should translate the strategy into action with applicable tactics -making the journey- (Beatty and Hughes, 2005: 14-15).

To develop all these strategic leadership qualities, one should have the knowledge of the anatomy of a strategic leader. This ana-

tomy can be shown on a pyramid like Maslow's which has not any short-cut and one can not start at the top. First, at the bottom of the pyramid, a strategic leader should recognize the values, ethics, codes, morals and standards of the organization. Secondly a strategic leader should have or develop experience, basic skills and knowledge about the operations. Thirdly, a strategic leader should command the followers, give them responsibility and have the authority to provide control. They should be transformational in order to inspire the followers toward common goals and shared values. At that point, they should develop other leaders in order to be a good teacher. A strategic leader is a good mentor. A strategic leader should also have strategic thinking skills, then strategic competency. Finally a strategic leader should have the potency to take strategic decisions (Figure 1).

Figure 1. Anatomy of Strategic Leadership



Source: Guillot, 2003: 73

Successful strategic leaders have some form of compass in order to negotiate safely through the shoals of conflicting demands. The first is the 'strategic compass' which is the trait that most markedly sets leadership apart from management. That is because leadership implies setting a direction which is guided by some form of strategic sense -an intuitive, entrepreneurial sensing of the 'shape of the future' and of opportunities and goals- that others will follow. This quality of leadership is a unique blend of thin-

king and feeling, analysis and intuition.

The second one is the 'action compass' which is the leadership skill which enables him/her to bring an organization from Point A to Point B. So leaders must be driven by a strong propensity for action: action by self and action by others. They must be focused on results. Like Warren Bennis says: "managers catch and ride the waves; leaders create the waves". In other words it is the combination of vision and action that marks the true leader. There is an inner compass that always guides the analysis, the strategizing, the vision toward the ultimate goal.

The third compass is the 'culture compass'. Developing a strategic culture in an organization is a crucial factor in an organization which means a culture in which strategic thinking, learning, an action are widely dispersed, and a culture that creates a climate of openness and trust. The culture compass is necessary to keep the leader's thinking, words, and actions oriented toward the task of aligning vision, strategy, and culture.

The fourth compass is the 'socio-political compass' which is related to governance-achieving legitimacy for the dispersion of power, decision-making, and accountability among multiple constituencies-, equity -achieving perceived fairness

among the followers-, employment -employment decisions and the satisfying their needs-, sharing the power -dividing appropriately the authority among the followers-.

The fifth compass is the 'moral compass' which should be obvious to all members and which is about being honest, fair, and open. Strategic leadership must set the moral tone of the organization, by word and deed (Wilson, 1996: 28-30).

All these compasses and leadership qualities are essential to describe the strategic leader model.

3. Alexander The Great As A Strategic Leader

Despite all critics, rumors and satires, almost all agree on the leadership skill and military talent of Alexander. Assumed as a hero since his birth and seen as a mythical character, Alexander was carefully prepared for the throne. This young man who integrates privileges he enjoyed in a sovereign family with a strong personality, talent and knowledge, had many remarkable accomplishments. In this manner, it is appropriate to say that he has an important role in management literature as in history literature.

Alexander's success was not an accident. He was consistently able to defeat enemy armies and expand his kingdom thanks to his proactive preparation and logical approach to warfare. Some of the key factors in his success were:

- Inclusion of logistics in strategic planning;
- Detailed knowledge of opposing armies, the surrounding terrain, and harvest calendars;
- Innovative incorporation of new weapons technology;
- Maintenance of a single point of control.

These same factors can make any organization ferociously successful in today's complex business environment. Thus, there are many striking parallels between Alexander's ancient organization and today's modern corporation (Mieghem, 1998: 41).

As a professional and famous commander, Alexander gives meaning to the word "strategy" which is originated from battle attacks. One of the main qualities of Alexander is the ability of planning the strategy mentally, in other words the ability of strategic thinking. The battles that he commanded and his conquests facilitated him to get experienced and to unify effectively his leadership potential and his strategist role. Finally it is possible to say that Alexander's aptitude of moving toward selected vision and making decisions according to the situation helped him to rea-

lize his passion to rule the whole World.

When examined as a management fact, it can be seen that Alexander's empire is based on Persian management system. Also it is known that Alexander established a new fiscal system which includes a central tax gathering mechanism, but which failed because of the negligence of the ones who were in charge. It can be said that, with monopolizing the right to coin money, Alexander secured the improvement of trade and money economy all across the Pre-Asia and the Mediterranean Sea.

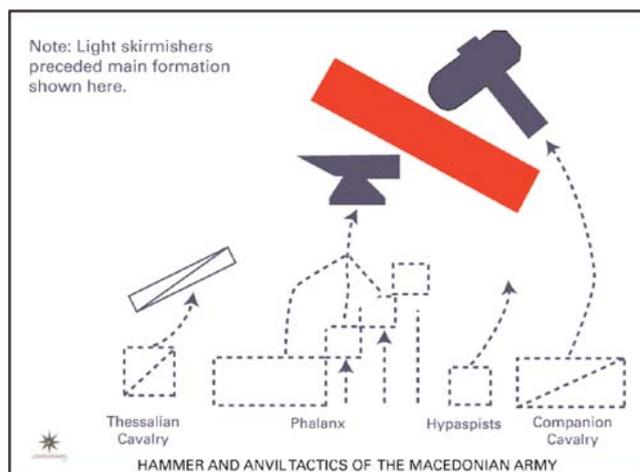
From the leadership point of view it is possible to say that Alexander shows a leadership method which is based on human and cultural manners. The original Macedonian leadership style was very participative -democratic-. During the Persian victory, Alexander adopted more of their autocratic style and he decided that he was a god. The main advantage of his charismatic personality was his competence on symbol manipulation (Torrance, 2004: 6). The symbol manipulation is a strong advantage which enables the leader to change the followers' values and then shape them. As an example to this leadership quality of Alexander, on the way of encompass of the city Sur, a fortuneteller tells Alexander that this city will be conquered till the end of that month. But it was already the 30th day of that month, and they were still far from having the city. So Alexander tells them to assuming that day the 27th day of the month. The third day, they conquers the city (Plutharkos, 2001: 56).

Alexander is narrated as an extraordinary military talent. It is known that his army wasn't too big but educated and rigged. The army of Alexander was, for the most part, that of his father Philip. It was composed of light and heavy troops and some engineers, medical and staff units. About one third of the army was composed of his Greek allies from the Hellenic League. Alexander can be qualified as a commander who can professionally use his will, talent and flexible thinking quality, and who knows when to withdraw and make changes.

Considered one of the biggest military geniuses, Alexander is perfect in using different forces all together and resisting new battle techniques of the enemies with new tactics. Alexander showed his strategic leader talent in his first battle -the Battle of Granicus-, in May 334 BC. Although some of the tactical details of the fighting are reasonably clear, to this day one of the most puzzling aspects is Alexander's strategy of opening the battle with a feint attack. This was one of the earliest battles on record that was decided largely by cavalry strength, though coordinated with infantry support (Mixer, 1997: 51).

Alexander's military genius is recounted in descriptions of creative solutions in the face of new and strange weaponry of tactics. Major battles are described in detail with the aid of schematic plans, and changing strategic concerns are analyzed (Geagan, 1998: 116). This shows the strategic competence quality which is the fifth step of the anatomy of the leadership of Alexander. He is also a master on making profitable use of opportunities which are determinant for the result of the battle. In this manner Alexander has a special place in military literature with his "Hammer and Anvil Tactics".

Figure 2. Hammer and Anvil Tactics of the Macedonian Army



Source: <http://www.dean.usma.edu/history/web03/atlasses/>, 10.04.2006.

The military past of Alexander is full of examples of his talent to build up strategy and tactics. His second combat on the coast of Issus River with Darius III was fought using strategic attacks. King Darius III came to this combat with his half million soldiers with taking into consideration the strength of Alexander and his army. Despite the limited territory, Alexander took this situation into his advantage and beat the Persians with his army which is 1/13 of them. After this rout, leaving his army, King Darius, ran away to the mountains. This victory is an impressive example of Alexander's combat experience and his strategic thinking talent.

Another important example of Alexander's strategical decision making talent is Gordian Knot myth*. The Gordian Knot is a metaphor for an intractable problem, solved by a bold stroke ("cutting the Gordian knot"). The myth it refers to is associated in legend with Alexander the Great. Gordian is a village which is located on the way of Persian army walking along the Sangarius River. According to legend, whoever loosed it, would rule all Asia. Alexander the Great, according to some accounts, undid the Gordian knot by cutting through it with his sword. This is a strategic decision of him and the rapidity of the decision making process explains the reason why he is called 'The Great'.

Alexander died in his very early ages -33-. There are various theories about his death**. According to some sources the main reason was his illness caused by long journeys. This can be explained by his inability to protect himself along the operational process. So Alexander the Great got harmed because of the negligence of the

* 'Gordian Knot' is a legend with Alexander the Great, which is often used as a metaphor for an intractable problem, solved by a bold stroke.

** According to other sources the main reason was his drinking problem. During his last months in Babylon, he took to heavy drinking. He had been drinking heavily for months. Afterward, his fever began and then he died (Fox, 1980: 407).

operational processes and letting go to protect himself. This end gives an important lesson to CEO's. Because, a CEO, after having this title, should make a decision: to participate daily operational decisions or to protect him/herself from these details. What is to be correct application is the collection of the finished operational data and processes. The CEO should only participate the decisions about these data and processes (Eren, 2004; Brown, 2005: 13).

Alexander, known with his military genius and brevity, planned all attacks of his soldiers and personally led them. With the words of Romanian historian Arrian, Alexander who finds combat inevitable, wounded several times during debates. This was so dangerous because, in ancient times, the commander's personal leadership and presence in the forefront of battle were so important that his sudden loss, especially at the beginning of the combat, would have a demoralizing effect, possibly causing his army to panic and flee soon after his death (Mixer, 1997: 54). Despite this disadvantage, thanks to his self-respect and knowledge, Alexander always led his followers during war.

Factors laying down Alexander's success as a strategic leader are his strong, determined, conscious and visionary personality. The first thing he did when he ascended the throne, was to kill his father's murderers and to get prepared for the conquest. During the preparation period which lasted two years and thought every little details, Alexander killed old and effective people who opposed him and his big dream. With this behavior Alexander brought up constant, action oriented and strong character and a leader profile who attached importance to details.

When looked at his life, Alexander had always had a passion for conquering the world and leading the whole world's citizens. An anecdote about the relaxation technique of Alexander on his horse, named Bucephalas, is an example to show his strange character and his passion to conquer. Alexander's horse Bucephalas was a magni-

ficent black stallion which had a white blaze on his forehead and had been a gift to Alexander. Originally, Phillip II was going to purchase the horse for himself, but thought Bucephalas was too unmanageable. Alexander made a wager with his father that he could tame and ride the horse. Alexander noticed that Bucephalas was afraid of his shadow on the ground. After turning the horse into the sun and away from the shadow and then whispering to his ears some relaxing words, Alexander quickly quieted the mount down and proceeded to ride the horse. His father who was surprised, told Alexander "to find a big kingdom like his passions, and that Macedonia was too small for him". This anecdote shows Alexander's command and authority skill which is the third step of the anatomy of the leadership labyrinth. And which is also the indicator of his influencing skill.

The most visible characteristic of Alexander that made him who he was and elevated his rank as a leader is his determined personality. His attitude during his fight against the Persian army on the banks of Granicus River near Troy city represents this mentioned aspect of him. As historical records point out, his commanders objected Alexander, who wanted to cross the river and directly attack the enemy army. He replied "How can you let this tiny river take us back while we had crossed the huge Dardanelles? If we happen to be held back by this river, the Dardanelles gets blushed!". Then he realized what he targeted without one minute's hesitation. This anecdote represents an interesting example of being resolute and putting resoluteness, an important characteristic for leadership, into action.

It is known that Alexander was able to encourage himself and his troops to succeed the most difficult tasks as a leader. Departing from a deep knowledge on nature and psychology of human beings, Alexander proved quite successful in making himself and those in his vicinity believe in a specific vision and motivate them for it. Within this context, his words and attitude on the bank

of the river before attacking the Persians represent an impressive example about his ability to convince as a leader. Alexander, struggling to reach the opposite bank with 35 thousand Macedonian people and 7600 Greek people, threw his lance when his boot came nearer to the bank. As he stepped to the land, he showed his lance which was stuck on the earth to his troops, which announces his symbol manipulation behavior to conquer the whole Asian with his Macedonian lance. This is another impressive example indicating the ability of Alexander to impress and motivate the others.

His knowledge about psychology and belief in cultural diversity resulted in his governing people living where he conquered through his human-oriented tolerant approach rather than cruelty. Letting all people living where he conquered sustain all their religious, political and cultural traditions, Alexander spent the treasure he earned and national resources to ensure a better-off life for them. Alexander's Asian policy, that is his attempt to rule as king of continental Asia, is a major theme; it involved retaining the rulers of Asian populations as rulers of self-governing states in his kingdom, conciliating the ruling classes to supply administrators, and ultimately depending upon Asians to replenish the strength of his armies (Geagan, 1998: 116).

Alexander was tutored by Aristotle; therefore he had a good knowledge about human beings and knew very well that they would kneel before those holding the power in hand only if they see them in a magnificent, brilliant and eye-catching position. So, he arranged absolutely magnificent ceremonies known in Babel and Persian Palaces for thousands of years. In these ceremonies, everyone knelt before him and treated him as if they had been before a God. Alexander married many women like the Eastern kings. One of the women he married was the daughter of Persian King Dara, whereby he proved that he was the true successor of Dara. He did not like to be seen as a ruler of an external invader (Gombrich, 1997: 88).

This shows that Alexander was able to be congruent with the assets and moral values in his vicinity; in other words, he realized the first step of anatomy of the leadership.

It can be said that Alexander could professionally manage the societies he ruled showing respect to their culture, values and standards based on his ability to manage different situations and conditions. There is no sign that he bothered to learn Persian or understand the Persians' religion but within this context, Alexander internalized Persian dressing style and divine authority in the high level protocol in order to reinforce his rule over recently-conquered lands. His style of kingship was based on a personal excellence earned by achievement. He approached his previous enemies in his newly-formed vicinity; and ensured his army to be in good relations with the local people in this way. It is recorded that Alexander himself and eighty noble fellows of him married local noble Persian girls. In line his humane management approach based on tolerance, Alexander set victorious fighters of the Macedonian war free to let them return to their homeland.

This is an instructive example of leadership: Alexander was not discouraged by being an "outsider". On the contrary, it inspired him to study the people he would lead as thoroughly as possible, and to articulate his own ambitions in terms of their cultural and political ideas. So, effective strategic leadership often emerges from outside an organization. However, those outsiders who arrive to take the helm must draw their power to inspire from deep familiarity with the customs of the organization -not only its practices, but its culture and image of itself.

His strategic interpersonal relations were also an important element of his leadership. Like Xenophon or the Spartan King Agesilaus, he had dined and shared hardships with Persians of evident nobility. Intimate friends like Artabazus, Bagoas, and Roxane, had strengthened his Greek impressions of a Persian courtier's worth. He moved easily into the autocrat's generous dream -service

to himself by the best men, regardless of birth or origin (Fox, 1980: 377).

Another good trait about his personality is his deliberateness. On the long way of Dara, Alexander and his soldiers were out of water and were thirsty to death. Then some Macedonians recognized Alexander and wanted to give him some water. But Alexander refused them and said: "Thanks but, if it is only me to drink the water, that can be discourage my soldiers." And he walked on his way (Mercer, 1964: 113).

Scientific, cultural and educational activities he realized in lands he conquered are other proofs of the fact that Alexander had a distinguished vision as a leader and strategic leader profile. This situation can be assessed as a reflection of the strategic decision making ability located at the top of the anatomy of the leadership labyrinth. Also it shows that Alexander displayed the behavior of future-focused thinking as one of the most important traits of a strategic leader. At this point, it can be claimed that all managerial steps of Alexander were taken in a systematic and progressive order to achieve a specific target.

Conclusion

Alexander the Great played an instrumental role that resulted in an important transformation for European and Asian history during his short-lasting sovereignty. Campaigns of Alexander caused a profound change in the history of civilization accelerating the process of pre-globalization. After Alexander's death, his empire was destroyed; however, the interaction and formation he encouraged have survived in Eastern and Western cultures for centuries. That's why, it can be said that Alexander achieved his aims and went on conquering the world after his death in fact. The most visible trait of Alexander, a leader deeply affected the world history, is that he was a good strategist. With his potential of leadership as a combination of his robust personality, abilities, deep knowledge and vision, Alexander represents a good example for all manager-leaders who stride for surviving in intensive business world and rivalry, and leads them.

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