

Strategic Leadership in a Changing World

Ziyad Ahmad Marie¹

¹Assistant Professor

Public Administration Department, Faculty of Administration Sciences and Informatics,
Al-Istiqlal University, Jericho – Palestine.

Email: Ziyad.marie@pass.ps

القيادة الاستراتيجية في عالم متغير

استاذ مساعد. زياد أحمد مرعي

قسم الإدارة العامة، كلية العلوم الإدارية والمعلوماتية، جامعة الاستقلال، أريحا – فلسطين

تاريخ استلام البحث 2024/5/22 تاريخ قبول النشر 2024/8/30 تاريخ النشر 2024/10/8

Abstract

This study examines the intricate relationship between strategic leadership, leadership styles, and organizational outcomes in a dynamic, globalized environment. By analyzing existing research, it explores the impact of strategic leadership on performance, sustainability, and stakeholder engagement across various sectors. The study also investigates the effectiveness of leadership development programs in preparing leaders for global challenges. The findings highlight the need for future research that integrates diverse perspectives and methodologies to elucidate the nuanced dynamics of strategic leadership. The paper proposes a recommendation for future research that focuses on understanding the role of strategic leadership in governance and administration, particularly in universities, where sophisticated approaches are required. The study's analytical descriptive methodology provides a comprehensive understanding of strategic leadership's impacts on organizational performance and sustainability, emphasizing the importance of developing strategic leadership skills for attaining competitive advantages and navigating changing business landscapes

Keywords: *strategic leadership, governance, competitive advantage, sustainability.*

المستخلص

تتناول هذه الدراسة العلاقة المعقدة بين القيادة الإستراتيجية وأساليب القيادة والنتائج التنظيمية في بيئة ديناميكية معولمة. ومن خلال تحليل البحوث القائمة، تستكشف الدراسة تأثير القيادة الاستراتيجية على الأداء والاستدامة وإشراك أصحاب المصلحة عبر مختلف القطاعات. كما تبحث الدراسة في فعالية برامج تنمية القيادة في إعداد القادة للتحديات العالمية. وتسلط النتائج الضوء على الحاجة إلى أبحاث مستقبلية تدمج وجهات نظر ومنهجيات متنوعة لتوضيح الديناميكيات الدقيقة للقيادة الاستراتيجية. تقترح الورقة توصية لبحوث مستقبلية تركز على فهم دور القيادة الاستراتيجية في الحوكمة والإدارة، وخاصة في الجامعات، حيث تكون هناك حاجة إلى مناهج متطورة. توفر المنهجية الوصفية التحليلية للدراسة فهماً شاملاً لتأثيرات القيادة الاستراتيجية على الأداء التنظيمي والاستدامة، مع

التأكيد على أهمية تطوير مهارات القيادة الاستراتيجية لتحقيق المزايا التنافسية والتنقل في المناظر الطبيعية المتغيرة للأعمال.

الكلمات المفتاحية: القيادة الاستراتيجية، الحوكمة، الميزة التنافسية، الاستدامة

Introduction

Strategic leadership has emerged as a prominent research focus, garnering international attention for its impact on organizational prosperity (Said et al., 2023 : 753; Susanto et al., 2023 : 415). Across various sectors, including universities, its role in cultivating a competitive edge is undeniable (Shao, 2022 : 70). This emphasis has spurred the application of diverse research methodologies, encompassing qualitative analyses and bibliometric-temporal studies (Singh et al., 2023 : 1; Gore & Kanyangale, 2022 : 383). These methodologies illuminate the multifaceted ways in which strategic leadership is investigated. Particularly in universities, the application of strategic leadership is undergoing rigorous examination. This scrutiny underscores the necessity for sophisticated approaches that consider individual and institutional capacities, collective meaning-making processes, and the ability to envision the future in an era of instability (Shao, 2022 : 86).

The study leverages Strategic Leadership Theory, emphasizing anticipating future trends, flexibility, strategic thinking, and initiating change. This aligns with the focus on universities (Shao, 2022 : 76) and the need for adaptable leaders in dynamic environments (Willis et al., 2022 : 24). The theory underscores the importance of individual and organizational capacities, collective sense-making (Shao, 2022 : 78), which strengthens the call for examining leadership practices across various styles. This framework empowers a comprehensive analysis of strategic leadership's impact on performance and sustainability (Asefa et al., 2023 : 35).

A thorough analysis is necessary to examine foundational works and explore key concepts such as "competitive advantage" in education, clarifying the specific aspects of competition most pertinent in this context. Furthermore, terms like "collective sense-making" require clarification to improve understanding and maintain consistency in discourse.

Strategic leadership demands honing skills for competitive advantage across industries. Leaders must adapt to dynamic environments (Jaafar et al., 2022 : 133). But is leadership the only factor? We need to explore other influences on success and how different leadership styles impact strategy. While new technologies hold promise, challenges of implementation require more discussion

In today's intricate global environment, strategic leadership plays a vital role in improving organizational performance (Asefa et al., 2023 : 32). Transformational leadership styles are valued for empowering employees to adapt to rapid changes and maximize their capabilities. Yet, doubts linger about whether transformational leadership's effectiveness in instigating change and ensuring sustainability applies universally. Furthermore, the concept of "sustainable leadership" requires deeper investigation to clarify specific practices or frameworks outlined in the literature.

As strategic leadership adapts to meet the demands of contemporary business environments, a deeper comprehension of its intricacies becomes imperative (Sevinur et al.,

2022 : 60). From fostering innovation to promoting sustainable development, strategic leadership encompasses a spectrum of skills and approaches crucial for organizational success. However, gaps in addressing challenges such as stakeholder engagement and digital transformation persist, highlighting the necessity for further investigation.

This study aims to investigate the intricacies of strategic leadership, examining its role in driving organizational success within dynamic global contexts. By critically analyzing existing literature and incorporating diverse perspectives, this research seeks to contribute to a more comprehensive understanding of strategic leadership and its impacts on organizational performance and sustainability. Through empirical research and theoretical synthesis, this study aims to offer practical insights for leaders navigating the complexities of the global business landscape.

This study explores the significance of strategic leadership in the global arena, focusing on its core concepts, skill development, management of cultural diversity, team leadership, adaptation to technological disruptions, and response to political and economic uncertainties. It also examines the correlation between strategic leadership and organizational performance, leading change initiatives, fostering global collaboration, and promoting sustainable development. The guide is structured into eight sections, each addressing specific aspects of strategic leadership. It serves as a valuable resource for leaders, managers, and professionals seeking to enhance their competencies and excel in today's intricate global environment.

Literature Review

Strategic leadership garners significant global attention in research circles, given its pivotal role in organizational success (Said et al., 2023 : 754; Susanto et al., 2023 : 406). Studies underscore its significance in education, particularly its influence on competitive advantage (Shao, 2022 : 79). Strategic leadership theory emphasizes anticipating future trends, flexibility, and strategic thinking - aligning with the literature's focus on its impact in universities (Shao, 2022 : 84). This theory underscores the importance of adaptability, as highlighted in studies on navigating dynamic environments (Willis et al., 2022 : 30).

Research methodologies employed encompass diverse approaches, including qualitative methods and temporal analyses (Singh et al., 2023 : 2). Notably, the focus extends to universities, highlighting the importance of both individual and organizational capacities, collective sense-making, and future planning amidst turbulent environments. This underscores the intricate and multifaceted nature of strategic leadership, necessitating varied competencies for effectiveness.

The global interest in the impact of strategic leadership is palpable (e.g., Said et al., 2023 : 757). However, a more profound analysis is warranted to deconstruct the notion of "competitive advantage" within educational contexts. Which dimensions of competition are most relevant and impactful? Moreover, further elucidation of terms such as "collective sense-making" would significantly enhance our comprehension of these dynamics. This critical examination will bridge existing gaps and align with the study's objective to clarify strategic leadership's nuances in education.

The literature underscores the significance of developing strategic leadership skills for attaining competitive advantages across various sectors (Obuba, 2022 : 116). It stresses the

importance of effective strategy implementation and steering organizations toward long-term success (Willis et al., 2022 : 26; Jaafar et al., 2022 : 134). Leaders are required to adapt to shifting environments and utilize core competencies to gain a competitive edge. Modern technologies and innovative approaches play a pivotal role in improving organizational outcomes. Strategic leadership skills likely encompass strategic thinking, sound decision-making, and leveraging creativity, motivation, and collaboration for success.

This correlation between leadership and competitive advantage is evident (Obuba, 2022 : 112). However, a critical examination is essential: Does leadership directly contribute to this advantage, or do other factors play a role? The emphasis on core competencies suggests a universal approach. Does the existing literature sufficiently explore the impact of various leadership styles on strategic development? Furthermore, while new technologies are highlighted, are there adequate discussions on the implementation challenges? These inquiries are pivotal to the research questions, aiming to dissect the multifaceted impact of leadership on competitive advantage.

In the current intricate global landscape, strategic leadership assumes paramount importance in enhancing organizational performance (Asefa et al., 2023 ; 40). Research underscores the significance of transformational leadership styles in empowering employees to adapt to rapid changes and maximize their potential. Strategic leadership is a dynamic and indispensable domain that continues to evolve to address the complexities of the modern global business environment.

The nexus between strategic leadership and sustainable development is garnering significant attention. Sustainable leadership plays a pivotal role in balancing economic prosperity, social responsibility, and environmental conservation (Boeske, 2023 : 14). Effective leadership, particularly transformational leadership, is associated with sustainable innovation and performance (Yao- Sheng, 2022 : 8). Sustainable leadership is grounded in sustainability principles, inclusive practices, and responsive approaches aimed at fostering organizational sustainability. The evolving landscape of leadership styles, including sustainable leadership, underscores the necessity for leaders to adapt to emerging sustainability challenges (Sevinur et al., 2022 : 62). Integrating these perspectives offers a comprehensive understanding of strategic leadership within the context of sustainable development, highlighting the significance of leadership behaviors in promoting organizational sustainability.

The review establishes connections between strategic leadership, performance, and sustainability (Asefa et al., 2023 : 41; Boeske, 2023 : 5). Nonetheless, a critical analysis is imperative concerning the assessment of performance and its association with leadership. Is transformational leadership the singular effective style for navigating change and achieving sustainability (Yao- Sheng, 2022 : 62)? Moreover, the definition of "sustainable leadership" warrants further exploration. What specific practices or frameworks does the literature propose? These gaps directly inform the study's objective to refine our understanding of effective leadership within sustainability contexts.

Statement of Problem

In a changing world, the dynamics of governance and administration are evolving to adapt to increasing complexity and turbulence. The concept of governance emerged alongside

managerialist reforms, emphasizing a shift from traditional hierarchical government structures to more collaborative and flexible approaches. Turbulence in modern governance arises from multiple factors, including frequent crises, rapid interactions among diverse parties, and intensified political conflicts. To address these challenges, a new paradigm of robust governance is proposed, focusing on the interdependence of stability and change to enhance adaptability and resilience in the face of unpredictable events. This paradigm emphasizes the need for agile adaptation, continuous learning, and systematic involvement of relevant stakeholders beyond traditional networks to ensure the provision of robust solutions in turbulent times.

The study encapsulates the intricate challenges confronting organizations in today's dynamic global environment. Strategic leadership emerges as a pivotal element in effectively addressing these challenges, serving as the guiding force for organizational success amid the complexities of the global business landscape. This literature review synthesizes diverse perspectives on strategic leadership, elucidating its multifaceted nature and its implications for organizational success. Key themes explored include the role of strategic leadership in fostering innovation, navigating cultural diversity, promoting sustainability, and adapting to rapid changes in the global marketplace.

This study adopts an analytical descriptive methodology to rigorously examine imperial data, identifying patterns and relationships that elucidate the role of strategic leadership in governance and administration. By critically analyzing diachronic contexts, contemporary case studies, and textual content, the research aims to uncover underlying patterns and trends that inform effective strategic leadership practices in today's dynamic global environment. The selection of literature was meticulous, prioritizing sources that provide comprehensive insights and robust theoretical underpinnings. This approach ensures a nuanced understanding of political discourse and its ethical implications in conflict resolution.

Additionally, the methodology incorporates a review of secondary literature to consolidate existing discourse and enhance the study's analytical depth. Criteria for inclusion encompassed relevance, scholarly rigor, and contributions to the understanding of strategic leadership within complex organizational contexts. This comprehensive review of the literature provides a robust foundation for exploring strategic leadership's multifaceted impact.

Furthermore, the study's methodological framework emphasizes a systematic exploration of strategic leadership's adaptability and resilience, drawing on diverse sources to build a cohesive narrative. Such a detailed examination is essential for developing strategic leadership paradigms that can navigate the complexities of modern governance and administration.

While the literature underscores the significance of strategic leadership in guiding organizations through complexities and fostering innovation, critical analysis reveals gaps and unanswered questions. Key areas of inquiry include the practical implementation of leadership development programs, the integration of diverse competencies such as cultural adaptability and sustainability into leadership practices, and the trade-offs inherent in decision-making processes. Furthermore, the literature suggests the evolving nature of strategic leadership, necessitating adaptability and continuous learning in response to

emerging trends and challenges. By critically examining these findings, this study aims to deepen our understanding of strategic leadership's role in governance and administration amidst a rapidly changing global landscape, ultimately contributing to more effective organizational strategies and practices.

1. Understanding Strategic Leadership

Strategic leadership encompasses a broad range of skills and approaches employed by top managers and leaders to steer organizations towards success. It draws from various theories and practices to navigate complex environments and ensure long-term viability. This discipline emphasizes the ability to learn, adapt, and apply managerial insight, focusing on how leaders' actions influence organizational direction and outcomes (Boal & Hooijberg, 2000 : 539).

In complex adaptive systems (CAS), leaders play a pivotal role in fostering adaptability and learning by shaping interactions and shared understandings through dialogue and storytelling (Boal & Schultz, 2007 : 412). A comprehensive framework for strategic leadership outlines eight functions performed by leaders, along with their key attributes, theories linking these attributes to outcomes, contextual factors, and the organizational results they impact (Samimi et al., 2020 : 2).

Both transformational and transactional leadership styles are deemed essential for driving organizational learning, challenging the notion that transformational approaches should take precedence (Vera & Crossan, 2004 : 224). The landscape of strategic leadership tasks is evolving to encompass dual strategies, prioritization of vision and mission, alignment of market opportunities with leadership objectives and resources, and the delegation of strategy formulation.

Strategic leadership requires leaders to assess organizational conditions and choose appropriate strategies (Maghroori & Rolland, 1997 : 5). It involves defining an organization's vision and moral purpose, translating it into action, and linking strategic functions with leadership roles (Davies & Davies, 2013 : 18).

In today's interconnected and fast-paced world, strategic leaders play a crucial role in navigating complex challenges and opportunities. They set direction, make critical decisions, and align organizational resources to achieve goals globally. Leaders with vision, strategic thinking, and communication skills can translate cultural values into innovative practices, empowering employees and fostering innovation (Alateeg & Alhammadi, 2024 : 843).

Strategic leaders provide clear direction, foster innovation, and adapt to the dynamic global environment, enabling organizations to succeed (Ndalamba et al., 2018 : 313). Agility and continuous learning are pivotal, providing foresight and adaptability to confront challenges and seize opportunities globally (Ismayajati & Widhianingtanti, 2023 : 455). Understanding key concepts such as vision, mission, strategic thinking, global mindset, innovation, emotional intelligence, and ethical leadership equips leaders to navigate complexities effectively.

As organizations expand globally, strategic leaders play a critical role in driving success by setting direction, making decisions, and aligning resources (Weresa, 2019 : 67). They manage complexity, foster innovation, build global networks, and demonstrate ethical

leadership. By embracing uncertainty, managing complexity, and fostering innovation, they guide organizations to success (Fios et al., 2024 : 267).

Strategic leadership is dynamic and evolving, requiring leaders to learn, adapt, and balance various factors. It encompasses transformational and transactional elements, integrating long-term vision with immediate challenges.

2. Developing Strategic Leadership Skills

Developing strategic leadership skills entails not only focusing on individual leader development but also on those responsible for leadership development (Raver et al., 2022 : 24). Strategic leadership encompasses absorptive capacity, emphasizing learning, risk-taking, and exploration to understand the business environment. In the context of business intelligence and analytics (BI&A), a model has been proposed to measure strategic leadership skills for BI&A business managers, highlighting the importance of adapting management skills to create value in agile environments. Implementing specific programs in higher education can significantly improve leadership qualities, as evidenced by enhancements in leadership abilities, mental states, and organizational tendencies among students (Uaikhanova et al., 2022 : 3). These findings underscore the importance of structured programs and continuous development efforts to effectively enhance strategic leadership skills.

Furthermore, research by Harvard Business Publishing underscored the importance of enhancing customer experience, improving employee engagement, and addressing diversity gaps through leadership development programs. The study emphasized that effective leadership training programs are designed to equip leaders with the skills needed to tackle future strategic challenges and build agile organizations (Harvard Business Publishing, 2024: 4).

To navigate the global maze successfully, strategic leaders must possess a unique set of personal leadership qualities. These qualities enable them to effectively lead organizations and adapt to the ever-changing global landscape (Awodiji & Naicker, 2024 : 232). Essentially, these qualities serve as the map and compass guiding leaders through the complexities of the global landscape. In this section, we will explore the importance of assessing and developing these personal leadership qualities.

In the fast-paced and intricate global landscape, strategic leaders must assess and cultivate personal leadership qualities to successfully navigate complexities. These qualities serve as indispensable tools, guiding leaders through the ever-changing environment. By nurturing self-awareness, emotional intelligence, visionary thinking, adaptability, strategic thinking, and resilience, leaders empower themselves to lead organizations effectively through challenges (Hashimy et al., 2023 : 34). These qualities facilitate informed decision-making, strong relationships, and inspire teams to achieve organizational goals. Strategic leadership's efficacy in steering organizations towards success relies heavily on a strategic mindset, serving as the compass navigating leaders through the uncertainties of the global maze. This section will delve into the key components of a strategic mindset and offer practical strategies for fostering its development.

Building a strategic mindset is essential for leaders to navigate the global maze successfully. By developing a long-term vision, embracing a growth mindset, thinking

strategically, building collaborative relationships, and adapting to change, leaders can effectively lead organizations in the complex and rapidly changing global landscape. These elements act as the building blocks of a robust compass, guiding leaders to make informed decisions, seize opportunities, and drive sustainable growth amidst uncertainty.

The ever-changing global landscape presents a complex maze for strategic leaders. Effective decision-making becomes vital for navigating this maze. Sound choices in a global context are the cornerstones of success, enabling leaders to achieve organizational goals, manage risks, and capitalize on opportunities. This section will explore the key factors influencing effective decision-making in a global context and provide strategies for strategic leaders to enhance their decision-making skills (Waruwu et al., 2024 : 555).

Change emerges as an inevitable aspect of every organization's journey, necessitating continual adaptation and evolution in today's fast-paced and interconnected global landscape. Within this dynamic environment, constant challenges and opportunities arise, underscoring the pivotal role of strategic leaders in leading and managing change for organizational success and sustainability (Ali, 2023 : 4). Navigating change within the global maze requires agility and a well-equipped toolkit, positioning strategic leaders as catalysts for organizational transformation. By adopting a proactive approach to change, strategic leaders anticipate challenges and seize opportunities, leveraging a comprehensive skill set that encompasses understanding the need for change, crafting compelling visions, engaging stakeholders, overcoming resistance, implementing change effectively, and fostering a culture of continuous learning (Shoymardonov & Nasrullayev, 2024 : 73). Through these strategic endeavors, leaders adeptly navigate the complexities of the ever-shifting landscape, driving their organizations toward enduring success.

3. Strategic Leadership in a Complex Global Landscape

The interplay between economic interdependence and power asymmetries significantly shapes dynamics in international relations. Economic interdependence can trigger systemic ruptures due to uneven power distribution, potentially leading to distrust and fractures among allied states (Neagoş, 2022 : 132). Asymmetric conflicts may result in stalemates, with limited commitment from the more powerful side met by resistance from the smaller side. Research suggests that in economically interdependent systems, great powers at a competitive disadvantage may resort to militarized strategies, potentially escalating conflicts (Levy et al., 2022 : 894). However, economic interdependence has been shown to decrease the likelihood of conflict between states, influencing the intensity, duration, and frequency of conflicts between interdependent parties. Understanding these interactions is crucial for navigating power dynamics in the global arena.

In the intricate global maze, leaders face a myriad of challenges and opportunities amidst uncertainty. Navigating this complex terrain demands a deep understanding of global dynamics and the ability to craft adaptable strategies (How & Cheah, 2024 : 310). Essential to this endeavor is the cultivation of a global mindset, characterized by strategic thinking and agility. Leaders who embrace these qualities are better equipped to not only face challenges head-on but also to seize opportunities proactively. Moreover, by fostering networks and collaborations, leaders can tap into diverse perspectives and collective intelligence, amplifying their capacity to drive organizational success. Thus, strategic

leaders adept in navigating the global maze pave the path for sustainable growth and success in our increasingly interconnected world.

A systematic review by Do and Mai (2020) examines the relationship between different leadership styles and organizational learning. This study found that transformational leadership, in particular, enhances the processes, levels, and capabilities of organizational learning. The review emphasizes that effective leadership in a complex global landscape involves a combination of multiple leadership styles to address various organizational challenges and promote continuous improvement and innovation (Tung & Mai, 2020 : 6).

Cultural differences emerge as a pivotal factor that strategic leaders must adeptly manage. Today's interconnected world demands leaders possess the skills to navigate diverse cultural contexts effectively. Understanding these nuances is paramount as they significantly influence decision-making processes, team dynamics, and overall organizational performance. Navigating cultural differences becomes a cornerstone skill for strategic leaders as they traverse this complex landscape.

Effectively managing cultural differences is not just a skill but a necessity for strategic leaders traversing the global maze (Elamin, 2024 : 389). By delving into cultural nuances, honing cultural intelligence, and adjusting leadership styles and communication strategies accordingly, leaders can deftly maneuver the challenges and capitalize on the opportunities brought by cultural diversity. Leveraging these differences enables leaders to foster inclusive, high-performing teams, stimulate innovation, and ultimately propel organizational success within today's interconnected world (Azhar, 2024 : 332). Thus, strategic leaders who master the art of navigating cultural differences are better equipped to steer their organizations towards sustainable growth and success amidst the complexities of the global landscape.

Managing global teams is a critical aspect of strategic leadership in the global maze, where organizations expand operations across borders and cultures. The need to effectively manage geographically dispersed teams grows in importance as global teams bring together individuals from diverse countries, backgrounds, and experiences. This diversity creates a dynamic workforce but also poses unique challenges, demanding strategic leadership skills to navigate successfully (Shan & Wang, 2024 : 10). Building global teams, establishing effective communication and collaboration practices, fostering trust and accountability, resolving conflicts, and developing a global mindset are all crucial aspects of managing global teams successfully. Strategic leaders adept at managing global teams are better equipped to drive organizational success in the complex and interconnected global marketplace.

Technological disruptions have emerged as a defining characteristic of the contemporary business landscape, revolutionizing industries, transforming business models, and reshaping organizational operations (Majdzadeh, 2024 : 13). As strategic leaders navigate the global maze, understanding and adapting to these disruptions are paramount. Embracing technological change involves anticipating trends, collaborating with technology experts, redefining business models, managing the impact on human resources, leveraging data and analytics, and ensuring cyber security and data privacy (Amankwah-Amoah et al., 2024 : 3). By adeptly managing technological disruptions, strategic leaders not only ensure

organizational competitiveness but also unlock new avenues for innovation, growth, and sustainable success in the ever-evolving global marketplace.

Navigating the global maze entails grappling with the constant challenge of political and economic uncertainty, where complex landscapes and unpredictable events can significantly influence organizational strategies. Strategic leadership plays a pivotal role in managing these uncertainties, as leaders must understand the nature of such risks and develop resilience, agility, and strategic partnerships to navigate through uncertain times successfully (Ismayajati & Widhianinganti, 2023 : 453). By anticipating and assessing risks, engaging stakeholders effectively, and fostering adaptability and effective communication, leaders can position their organizations for long-term success amidst the ever-evolving global landscape. This combination of strategic thinking and proactive engagement enables leaders to make informed decisions and seize opportunities, ensuring organizational resilience and sustainability in the face of political and economic volatility.

Ethical considerations emerge as a cornerstone of effective leadership. As strategic leaders navigate this complex terrain, they must not only make decisions to propel organizational success but also prioritize upholding ethical standards that foster trust, fairness, and sustainability (Müller et al., 2024 : 9). This section delves into the significance of ethical considerations in global leadership and offers insights into how strategic leaders can adeptly navigate ethical challenges within a global context. In our interconnected world, ethical behavior is paramount for strategic leaders, who must navigate ethical dilemmas and cultivate an ethical culture

4. Strategic Leadership and Organizational Performance

Strategic leadership holds a pivotal position in shaping organizational performance (Abdu Sallam & Alhakimi, 2023 : 89). It encompasses pivotal elements such as change management, fostering cooperation, and visionary leadership, all of which serve as key indicators of strategic prowess. Moreover, strategic leadership exerts a profound influence on organizational culture, learning initiatives, and citizenship behavior within the organization, all of which bear direct relevance to organizational performance. Research indicates that strategic leadership, in conjunction with organizational learning and culture, significantly impacts organizational performance (Liu et al., 2024 : 21). Additionally, the capacity to cultivate an optimal organizational climate amplifies the efficacy of transformational leadership and change management in driving superior organizational performance. Hence, organizations that prioritize strategic leadership are poised to witness enhanced performance outcomes, underscoring the pivotal role of adept leadership practices in steering organizational success.

A relevant study by Muhammed and Zaim (2020 : 24) explored the role of leadership support in enhancing peer knowledge sharing and its subsequent impact on organizational performance. Conducted among knowledge workers in Turkey, the research found that leadership support positively influences knowledge sharing behaviors, which in turn improves knowledge management success. This success was linked to better innovation performance and overall financial performance of organizations.

Strategic leadership serves as the bedrock of organizational success, extending beyond mere strategic planning to encompass effective execution. In the global labyrinth, leaders shoulder the crucial responsibility of aligning strategy with execution (Mizrak, 2023 : 102).

This involves delineating a clear strategic trajectory, communicating it effectively, cascading goals and objectives, judiciously allocating resources, nurturing an execution-oriented culture, and vigilant monitoring with timely adjustments. By surmounting obstacles and capitalizing on alignment, leaders can deftly maneuver through the intricacies of the global terrain, propelling organizational performance. Strategic leadership acts as the guiding beacon steering organizations toward triumph in the global sphere.

Cultivating a milieu of innovation and creativity assumes paramount importance for organizational prosperity in today's cutthroat landscape, with strategic leaders occupying a pivotal position in this pursuit. This segment underscores the cardinal role of fostering innovation and creativity in strategic leadership, furnishing pragmatic strategies for leaders to instill an innovative ethos within their teams (Pinheiro et al., 2009 : 41). By championing diverse viewpoints, provisioning requisite resources and encouragement, and embracing failure as an avenue for growth, leaders can unleash their organizations' full potential. Overcoming innovation barriers assumes criticality in driving continuous advancement and maintaining pole position in the fluid global landscape. Strategic leaders who accord priority to innovation and creativity will be primed to confront challenges and capitalize on opportunities offered by the global labyrinth, steering sustainable success for their organizations.

The establishment of high-performing teams stands as a linchpin of strategic leadership. Confronting multifaceted challenges, organizations necessitate the collective efforts of adept individuals unified towards common goals. Strategic leaders wield substantial influence in assembling, nurturing, and empowering teams adept at navigating this convoluted landscape effectively. By articulating lucid objectives, recruiting fitting talent, fostering robust collaboration and communication, and championing diversity and inclusivity, leaders mold teams poised for excellence amidst global complexities. Sustaining peak performance entails ongoing feedback, acknowledgment, and a dedication to continual learning and collaboration. By prioritizing the cultivation and perpetuation of high-performing teams, strategic leaders fortify their organizations for triumph in the global arena (Sylvänen, 2023 : 47).

The measurement and evaluation of organizational performance assume a pivotal mantle within strategic leadership (Mizrak, 2023 : 101). As leaders traverse the dynamic and ever-evolving global terrain, a lucid comprehension of their organization's performance trajectory proves indispensable for charting a course toward strategic objectives. By adeptly gauging performance through key performance indicators (KPIs), gathering and scrutinizing pertinent data, and deploying robust evaluation methodologies, leaders glean invaluable insights into organizational strengths and weaknesses. This discernment facilitates astute decision-making, enables the pinpointing of areas necessitating enhancement, and propels continual adaptation and refinement. Embracing a culture of perpetual learning and refinement, strategic leaders adeptly navigate the intricacies of the global labyrinth, propelling sustainable triumph for their organizations.

5. Leading Change in a Global Context

Change is essential for organizational survival and success in today's dynamic business environment, marked by volatility, uncertainty, complexity, and ambiguity (VUCA). Effective change leadership, encompassing vision, understanding, clarity, and agility,

mitigates the adverse impacts of VUCA on business viability (Elton & Judith, 2022 : 32; Mohammed, 2022 : 70). Organizational change processes, including leadership, training, and job design, significantly influence organizational success and stability. Embracing change is crucial for companies to remain competitive, navigate environmental variability, and drive innovation. Resistance to change can impede organizational progress, making inclusive and democratic change management strategies essential for sustainable organizational transformation (Kharkheli & Gavardashvili, 2022 : 176; Nadim & Singh, 2019 : 515). Successful organizations are those capable of mastering organizational change to adapt to evolving market landscapes and technological advancements.

Change is indispensable for organizational survival and success. In today's rapidly evolving and interconnected world, organizations must continually adapt to remain competitive, seize emerging opportunities, and navigate the complexities of the global landscape (Davidson & Patel, 2024 : 19). Strategic leadership serves as the cornerstone in this endeavor, playing a pivotal role in recognizing and propelling the necessity for change. By embracing the dynamic nature of the global environment, strategic leaders adeptly respond to both external and internal pressures, capitalize on opportunities, enhance organizational performance, meet customer expectations, drive transformative initiatives, overcome resistance, and cultivate a culture of continuous learning within their organizations. Through their proactive and visionary approach, strategic leaders steer their organizations towards sustainable success amidst the ever-changing dynamics of the global arena.

A study investigated the strategies and outcomes of leading organizational change in multinational corporations. The research highlighted that successful change initiatives in a global context require strong leadership capabilities in cross-cultural communication, stakeholder engagement, and adaptive strategic thinking. The study used survey data from 350 global managers and found that organizations with leaders who possess high cultural intelligence and adaptability tend to perform better during periods of significant change (Al-Dhaafri & Alosani, 2020 : 16).

Strategic leaders assume a pivotal role in navigating organizations through the intricacies of the global maze. Central to this role is the creation of a compelling vision for change that inspires and motivates individuals and teams to embrace transformational initiatives (Zhou & Li, 2024 : 5). This vision serves as a roadmap, offering clarity of direction and purpose amidst complexity. By crafting a well-defined and inspiring vision, strategic leaders empower individuals to navigate the challenges of the changing global landscape. Understanding the key elements of a compelling vision and skillfully communicating it, leaders drive transformative change, positioning their organizations for success in the global arena.

Engaging stakeholders stands as a vital aspect of strategic leadership in the dynamic global environment, where organizations face numerous challenges and opportunities. By identifying and prioritizing stakeholders, establishing trust and credibility, and fostering a shared vision, leaders establish the groundwork for effective change initiatives (Subhan et al., 2024 :450). Facilitating opportunities for participation, adeptly managing communication and expectations, and carefully monitoring and evaluating stakeholder engagement are key strategies for promoting meaningful involvement and enabling successful change. In today's interconnected world, strategic leaders must acknowledge the crucial role of stakeholder engagement and cultivate the requisite skills to navigate the

intricacies of the global landscape, thereby ensuring organizational success amidst the uncertainties of change.

Change is a natural part of an organization's growth and development, but it's often met with resistance from employees and stakeholders. As strategic leaders, it's imperative to comprehend the underlying reasons for resistance and devise effective strategies to surmount it. This section delves into the various forms of resistance to change and explores strategies to address them. Overcoming resistance is paramount in the global maze of strategic leadership (Li et al., 2024 : 255; Yao et al., 2023 : 11). By discerning the root causes of resistance and implementing effective strategies, leaders can navigate challenges and ensure the successful execution of change initiatives. Clear communication, employee engagement, providing support, addressing concerns, celebrating milestones, and leading by example are all vital components in overcoming resistance and fostering positive change within organizations. As strategic leaders, it is incumbent upon us to shepherd our teams through the change process and cultivate a culture that embraces continuous improvement and advancement.

6. Strategic Leadership and Global Collaboration

Strategic leadership and global collaboration are vital for tackling complex challenges and promoting innovation. Countries worldwide are recognizing the importance of international partnerships to enhance the quality of higher education. National collaboration strategies play a crucial role in scientific advancements, with research leadership impacting scientific impact and citation rates (Othman et al., 2023 ; 65; Zaida et al., 2019 : 13). The need for strategic policies reflecting global innovation needs and territories is emphasized for social innovation and sustainable development. As the world becomes more interconnected, the ability to collaborate globally becomes increasingly vital for organizations to thrive and adapt to changing environments. In conclusion, strategic leadership in global collaboration is pivotal for driving innovation, addressing crises effectively, and achieving sustainable development goals.

In 2023, significant research has highlighted the impact of strategic leadership on global collaboration. A study by Harvard Business Publishing emphasized that effective leadership development programs play a crucial role in fostering global collaboration. These programs help leaders build communities that span across different regions, enabling them to address common challenges and share best practices, thereby enhancing organizational performance on a global scale (Harvard Business Publishing, 2024 : 11).

Strategic leaders understand the crucial significance of establishing strong partnerships to effectively navigate the complexities of the global landscape. Collaborative alliances stand as a cornerstone of strategic leadership, facilitating organizations in harnessing the strengths and resources of diverse entities to collectively achieve shared objectives and foster sustainable growth (Turyadi et al., 2023 : 1674). By engaging in strategic partnerships, leaders tap into complementary capabilities, expand their reach into new markets, and foster a culture of innovation. However, the success of partnerships hinges on meticulous partner selection, transparent communication, and a steadfast commitment to mutual success. Navigating the challenges inherent in partnerships, strategic leaders continuously assess and refine their collaborations. By cultivating strong strategic

partnerships, organizations not only survive but thrive in the intricate and interconnected global landscape, driving collective success and sustainable advancement.

Cross-cultural collaboration is fundamental to strategic leadership in today's global environment, where organizations extend their operations across borders, encountering diverse cultures, languages, and business practices. Effectively managing cross-cultural collaboration is imperative for navigating the complexities of the global maze (Sarfraz et al., 2024 : 3). By comprehending cultural nuances, fostering trust and relationships, employing adept communication strategies, resolving conflicts, leveraging diversity for innovation, and enhancing intercultural competence, leaders adeptly navigate challenges and capitalize on opportunities arising from working across cultures. Strategic leaders who excel in cross-cultural collaboration are primed to lead their organizations to success in the intricate and interconnected global landscape, driving sustainable growth and innovation.

Effective communication is vital for strategic leadership. In today's interconnected landscape, where organizations span borders and cultures, adept communication is essential for building relationships, fostering collaboration, and achieving strategic objectives (Waruwu et al., 2024 ; 559). However, communicating in a global context poses distinctive challenges, necessitating strategic leaders to tailor their communication styles and approaches accordingly. Strategic leaders must adeptly navigate cultural disparities, surmount language barriers, harness technology, engage in active listening, foster trust, and dismantle communication obstacles to ensure alignment with strategic objectives. By honing the art of effective communication in the global arena, leaders not only enhance collaboration but also drive organizational success, navigating the intricacies of the global maze with poise and confidence.

Conflict resolution is crucial for strategic leaders in the complex and interconnected global landscape, where conflict is inevitable in any organization. Having the necessary skills and strategies to negotiate and resolve conflicts effectively is essential for organizational success (Kramskyi et al., 2024 : 189). This section delves into the significance of conflict resolution in a global context and offers practical guidance on navigating and resolving conflicts successfully. Strategic leaders adept at conflict resolution understand the underlying causes and dynamics of conflicts, employing effective strategies to overcome challenges. By fostering open communication, seeking mutually beneficial solutions, engaging in active listening, and employing mediation techniques, leaders cultivate a culture of collaboration and compromise. Ultimately, effective conflict resolution fosters organizational harmony, enhances productivity, and drives success in the dynamic global arena.

7. Strategic Leadership and Sustainable Development

Strategic leadership is vital for promoting sustainable development by guiding organizations toward responsible practices. Studies highlight the importance of strategic practices like direction, human capital development, ethical leadership, and communication in improving institutional sustainability (Razzaque et al., 2024 : 179). Organizations aiming for sustainable development need to focus on strategic architecture, including production excellence, market leadership, organizational sustainability, and consumer orientation, to build necessary competencies and seize growth opportunities. A strategic view of leadership development, like the Leadership Service Academy construct, aligns leadership

development with an organization's strategic objectives, fostering a systemic approach to leadership development for long-term sustainability.

As organizations face global challenges, sustainability becomes crucial. Leaders must integrate sustainability into decision-making to address environmental and social issues (Kolbjørnsrud, 2024 : 58). Strategic leaders drive sustainability integration for a competitive edge and a better future. They articulate clear visions, incorporate sustainability into planning, and engage stakeholders. This fosters a sustainable culture, yielding benefits like enhanced innovation and reputation (Akbar et al., 2024 : 231). Despite challenges, leaders can overcome them with awareness, education, focus, and effective change management. Integrating sustainability into decisions isn't just a responsibility but also an opportunity for organizations to build a more sustainable future.

A 2022 meta-analysis by Piwovar-Sulej and Iqbal (2023 : 8) investigated the relationship between leadership and environmental performance in organizations. The study, which analyzed data from 102 prior studies, found that transformational leadership practices were positively associated with an organization's environmental performance. This suggests that leaders who inspire, motivate, and empower employees can contribute to more sustainable practices. This finding underscores the critical role of strategic leadership in driving sustainability within organizations.

Strategic leadership goes beyond typical business goals, involving tackling social and environmental issues to promote sustainable development in organizations and communities (Balabantaray, 2023 : 1040). This section delves into the significance of leading for social and environmental responsibility in the global maze and offers insights into how strategic leaders can adeptly navigate this multifaceted landscape. Leading for social and environmental responsibility is integral to strategic leadership in the global context. Strategic leaders must recognize its importance, integrate it into organizational strategy, engage stakeholders, foster a culture of responsibility, measure and report performance, collaborate for collective impact, and overcome obstacles (Mizrak, 2023 : 99). By embracing these responsibilities, leaders catalyze positive change, generate long-term value, and contribute to building a more sustainable and inclusive world.

Creating a culture of sustainability is essential for organizations operating in the global maze. As the world becomes more interconnected and resources become scarcer, it is crucial for strategic leaders to prioritize sustainability in their decision-making processes. By integrating sustainability into the organizational culture, leaders can ensure long-term success while minimizing negative impacts on the environment and society.

8. The Future of Strategic Leadership in the Global Maze

In today's world, strategic leadership is evolving due to factors like changes in conflict, technology, and collaboration between military and civilian agencies. Strategic leaders solve problems using cognitive flexibility and diverse intellectual skills, crucial for navigating uncertain environments (Samimi et al., 2020 : 4). Strategic leaders shape organizations through their actions, affecting outcomes. With fierce competition and global crises, effective strategic leadership is essential for gaining competitive edges and managing crises, especially in the Fourth Industrial Revolution. Strategic leadership must evolve to address these challenges and navigate the complex global landscape (Georgakakis et al., 2023 : 27).

In an era marked by increasing interconnectivity and interdependence, leaders face the imperative of adapting to emerging trends and challenges to lead their organizations effectively in a global context (Neagoş, 2022 : 136). This part explores important trends and challenges that strategic leaders need to address, shaping their strategies for navigating the global landscape. Effective strategic leadership in this complex environment requires awareness and adaptability to emerging trends. By embracing technology, navigating market changes, fostering diversity, promoting sustainability, managing uncertainty, developing talent, and upholding ethics, leaders can guide their organizations through the interconnected global landscape.

For example, as technology shapes the business world, women entrepreneurs are using digital skills to navigate their careers. Though research exists on both digital and female entrepreneurship, the link between them is understudied, especially regarding how digital platforms empower women (Mishra et al., 2023 : 23). This study, using a cyberfeminist perspective, investigates if digital agility helps women overcome gender barriers in entrepreneurship. While digital platforms can aid women entrepreneurs (digital fempreneurship), obstacles remain. Their research reveals a "double paradox" of both liberation and struggle. This study pushes the boundaries of cyberfeminist theory by providing evidence of platform power's role in entrepreneurship. It's also among the first to identify barriers faced by women in digital fempreneurship.

In the dynamic and intricate global terrain, strategic leaders must display agility and resilience to quickly adjust to new circumstances. This part highlights the importance of nurturing agile and resilient leadership abilities, examining key traits of such leaders and methods for skill enhancement (Deep, 2023 : 19; Grote, 2018 : 63). Agile and resilient leadership is essential for navigating challenges. Leaders with these qualities adapt well, make wise choices, and motivate teams. By embracing learning, feedback, and emotional intelligence, leaders enhance their ability to lead effectively amid uncertainty and complexity.

In today's world, digital transformation is crucial for strategic leadership. Technology has revolutionized business operations, communication, and customer interactions. Strategic leaders must acknowledge the significance of digital transformation and adopt it to stay competitive in the global landscape (Türk, 2023: 10). Through digital technologies, leaders enhance customer experiences, streamline internal processes, and innovate business models. Leaders must develop a digital mindset, foster capabilities, and address challenges in digital transformation. These efforts enable organizations to thrive and maintain relevance in the global marketplace.

Strategic leaders must embrace continuous learning and adaptability as essential skills for success. The ability to learn and adapt quickly is crucial in navigating the complex and dynamic global landscape. This section explores the importance of fostering continuous learning and adaptability in strategic leadership and provides practical strategies for developing these skills.

Major Findings

1. The strategic leadership acts as the compass for navigating the complexities of global business. Effective strategic leaders guide organizations through challenges and opportunities by setting direction, aligning resources, and fostering a culture of innovation and continuous learning. They possess a global mindset, adaptability, and ethical leadership, building resilience for success in today's dynamic and interconnected world.
2. Developing strategic leaders is the key to navigating the global business maze. Two factors are crucial: 1) Individual leaders must cultivate personal qualities like self-awareness and adaptability, acting as their compass. 2) Structured programs hone strategic thinking and collaboration, equipping leaders with the tools to navigate this complex landscape. By focusing on both individual and leadership development, organizations empower leaders for global success.
3. Strategic leadership in the global maze demands a multifaceted approach. Effective leaders must be globally astute, culturally adept, and lead geographically dispersed teams. They act as tech-savvy change agents, navigating uncertainty with resilience and strategic partnerships. Prioritizing ethics is crucial. By mastering these diverse facets, leaders guide organizations towards success in our interconnected world.
4. Strategic leadership is the engine for sustainable organizational performance. Effective leaders go beyond plans, ensuring execution through aligned strategies, fostering innovation, and building high-performing teams. They measure and adapt using data, navigating the global maze towards continuous improvement and success. By mastering these aspects, strategic leadership empowers organizations to thrive in the dynamic global landscape.
5. Strategic leadership guides successful change in the global maze. Leaders champion change as a driver, crafting a clear and inspiring vision to motivate teams. They build trust and engage stakeholders, ensuring buy-in. Understanding and overcoming resistance is crucial. By mastering these aspects, strategic leaders navigate change, propelling organizations towards success in the dynamic global landscape.
6. Strategic leadership hinges on global collaboration for success. Leaders build strategic alliances, leveraging diverse strengths. They navigate cultural differences, fostering trust and innovation across borders. Effective communication bridges cultural and language barriers. Leaders adeptly resolve conflicts, promoting collaboration and organizational success. By mastering these aspects, strategic collaboration empowers organizations to thrive in the interconnected global landscape.

7. Strategic leadership drives a sustainable future. Leaders embed sustainability in decisions for a healthier planet and competitive edge. They champion social and environmental responsibility, fostering a culture of responsibility within organizations and collaborating for positive change. By prioritizing sustainability in the organization's DNA, leaders ensure long-term success and minimize negative impacts. Strategic leadership is key to building a more sustainable world.
8. Future strategic leadership demands adaptability. Leaders must be aware of and adapt to emerging trends like technology and market shifts. Agility and resilience are key, requiring continuous learning and emotional intelligence. Embracing digital transformation elevates experiences, streamlines processes, and drives innovation. Strategic leaders themselves are lifelong learners, ensuring their skills stay relevant. By mastering adaptability, leaders navigate the future's "global maze" and propel organizations towards sustained success.

Discussion

In the global business arena, strategic leadership guides organizations through challenges and opportunities. Exploring findings on strategic leadership reveals inherent complexities. Depicting strategic leaders as navigators overlooks nuanced socio-political and cultural landscapes. Questions arise about fostering innovation and maintaining a global mindset amid organizational inertia. Leadership development programs' effectiveness and alignment with diverse needs warrant scrutiny. Subsequent research highlights competencies like cultural adaptability and sustainability. However, gaps persist in addressing challenges like stakeholder engagement and digital transformation. Thus, while these findings illuminate facets of strategic leadership, deeper examination into execution practicalities within dynamic global contexts is warranted.

The perspective of the first finding portrays strategic leadership as pivotal for navigating the complexities of the global business landscape. While extolling effective strategic leaders' virtues in guiding organizations, critical queries arise. Firstly, the assertion that leaders set direction overlooks socio-political and cultural contexts. How do leaders reconcile diverse stakeholder expectations? Moreover, fostering innovation and continuous learning raises feasibility concerns amidst resource constraints. Additionally, emphasis on a global mindset and ethical leadership warrants scrutiny on cultivating and assessing these attributes. Therefore, while compelling, the narrative prompts deeper examination into executing strategic leadership in dynamic global contexts.

The second finding emphasizes the necessity of cultivating strategic leaders to adeptly maneuver the intricacies of the global business landscape. However, inquiries arise regarding the practical implementation and efficacy of these development efforts. Firstly, while stressing the cultivation of personal qualities like self-awareness and adaptability, there's a necessity to delve deeper into the methodologies and frameworks utilized to nurture these attributes. How do organizations ensure that leadership development programs genuinely enhance these intrinsic qualities rather than superficially addressing

them? Additionally, while structured programs are advocated for refining strategic thinking and collaboration skills, it remains unclear how these programs are customized to suit the diverse needs and contexts of leaders across industries and regions. Moreover, what criteria are used to gauge the effectiveness of these programs in preparing leaders for global success? Thus, while the finding underscores the significance of leadership development, it calls for critical examination of the efficacy and intricacies of such developmental endeavors.

The third point outlines a nuanced approach to strategic leadership in the global business arena, highlighting the significance of diverse competencies like global awareness, cultural adaptability, and technological proficiency. However, upon closer examination, several inquiries arise regarding the feasibility and implementation of this comprehensive approach. Firstly, while advocating for leaders to possess global insight and cultural fluency, the text overlooks the inherent challenges in comprehending and navigating the intricacies of diverse cultural landscapes, especially in regions where business practices diverge significantly from Western standards. Furthermore, the assertion that leaders should oversee geographically dispersed teams raises queries about the methods and platforms available to facilitate effective communication and collaboration across different time zones and distances. Additionally, while prioritizing ethics is deemed essential, the text lacks specificity on how leaders can adeptly address ethical quandaries in complex global environments characterized by varied cultural norms and regulatory frameworks. Thus, while the third point underscores the multifaceted nature of strategic leadership, it prompts deeper critical inquiry into the practicalities and intricacies of implementing such an approach effectively.

The fourth point posits that strategic leadership acts as the catalyst for sustainable organizational performance, emphasizing execution, innovation, team building, and data-driven adaptation. However, upon critical examination, questions arise regarding the feasibility and efficacy of these assertions. Firstly, while advocating for aligned strategies and fostering innovation, it remains unclear how leaders reconcile conflicting priorities and stakeholder interests to consistently achieve alignment and cultivate a culture of innovation. Moreover, the emphasis on data-driven measurement and adaptation raises concerns about the quality and accessibility of data in diverse global contexts, as well as leaders' capacity to interpret and utilize this data effectively. Additionally, while strategic leadership is depicted as pivotal in driving continuous improvement and success, the text overlooks systemic barriers and external factors that may impede organizational performance despite effective leadership. Thus, while the fourth point underscores the importance of strategic leadership, it prompts deeper critical inquiry into the practicalities and complexities of achieving sustainable organizational performance in dynamic global environments.

The fifth and sixth findings underscore the significance of strategic leadership in guiding successful change and fostering global collaboration, respectively. However, critical examination prompts several inquiries into the practicalities and complexities of these

assertions. Firstly, while leaders are depicted as champions of change, questions arise about the strategies employed to craft and communicate a compelling vision amidst diverse cultural and organizational contexts. How do leaders effectively address and overcome resistance to change, particularly in cultures where hierarchy and tradition are deeply ingrained? Moreover, the emphasis on global collaboration raises questions about the challenges inherent in building trust and fostering innovation across cultural and linguistic barriers. How do leaders navigate power dynamics and cultural nuances to promote effective collaboration and resolve conflicts? Furthermore, the assertion that strategic collaboration empowers organizations to thrive overlooks the systemic barriers and geopolitical complexities that may hinder cross-border cooperation. Therefore, while the fifth and sixth findings highlight the importance of strategic leadership in driving change and collaboration, they beckon deeper critical inquiry into the practicalities and challenges of executing these principles in the dynamic global landscape.

The seventh and eighth findings highlight the role of strategic leadership in driving sustainability and adaptability, respectively, but invite critical inquiry into their practical implementation and efficacy. Firstly, while leaders are urged to embed sustainability into decision-making processes, questions arise regarding the trade-offs between short-term profitability and long-term sustainability goals. How do leaders balance the imperative of sustainability with the pressures of competition and shareholder expectations? Moreover, while advocating for adaptability, the text overlooks the challenges inherent in fostering a culture of continuous learning and emotional intelligence within organizations. How do leaders cultivate adaptability amidst resistance to change and entrenched organizational norms? Furthermore, while embracing digital transformation is touted as essential for future success, the text remains silent on the disparities in access to technology and the potential social impacts of automation and digitization. How do leaders ensure that digital transformation benefits all stakeholders and mitigates unintended consequences? Therefore, while the seventh and eighth findings emphasize important aspects of strategic leadership, they prompt deeper critical inquiry into the complexities and trade-offs involved in driving sustainability and adaptability in the global business landscape.

Strategic leadership is crucial in the global business arena, but its effectiveness is often oversimplified due to its complexity. Leaders must navigate diverse stakeholder expectations and foster innovation amidst organizational inertia and resource constraints. Leadership development programs should be scrutinized for alignment with diverse needs across industries and regions. The analysis emphasizes the need for deeper exploration into the practical implementation of strategic leadership principles, including understanding and navigating diverse cultural landscapes, managing geographically dispersed teams, and addressing ethical dilemmas in varied cultural and regulatory environments. Aligning strategies with stakeholder interests and fostering innovation through data-driven adaptation is essential, but concerns arise about data quality and accessibility, leaders'

ability to interpret and utilize it effectively, and systemic barriers and external factors that may impede organizational performance.

Conclusion

In conclusion, the literature reviewed highlights the critical importance of strategic leadership in navigating the complexities of the modern global business landscape. With a focus on organizational success, the research underscores the multifaceted nature of strategic leadership, emphasizing its role in fostering innovation, driving sustainable development, guiding successful change, and promoting global collaboration. However, critical analysis reveals several areas of inquiry that warrant further exploration.

Firstly, while strategic leadership is recognized as instrumental in achieving competitive advantages and sustainable organizational performance, questions remain regarding the direct causation between leadership styles and these outcomes. Additionally, there is a need for a deeper understanding of the specific leadership practices and frameworks that contribute to sustainable leadership and organizational success. Furthermore, the practical implementation of leadership development programs and their effectiveness in equipping leaders with the necessary skills for global success require further examination.

Moreover, the literature calls attention to the challenges inherent in executing strategic leadership in diverse global contexts, including navigating cultural differences, fostering innovation amidst organizational inertia, and addressing resistance to change. These complexities highlight the need for a nuanced approach to strategic leadership that considers the socio-political, cultural, and technological landscapes within which organizations operate.

The findings also emphasize the importance of ethical leadership and the integration of sustainability principles into organizational decision-making processes. However, there is a need for deeper exploration into how leaders balance short-term profitability with long-term sustainability goals and address ethical dilemmas in complex global environments.

In addressing these gaps, future research should adopt an interdisciplinary approach that integrates insights from various fields such as organizational behavior, leadership studies, and sustainability science. Methodologically, studies should employ a combination of qualitative and quantitative approaches to provide a comprehensive understanding of strategic leadership practices and their impact on organizational outcomes.

Overall, while the literature reviewed offers valuable insights into the role of strategic leadership in governance and administration in a changing world, it also highlights the complexities and challenges inherent in its execution. By addressing these gaps and embracing a more holistic approach to research, scholars can contribute to the development of effective leadership strategies that empower organizations to thrive in the dynamic global landscape.

In light of the complexities and challenges outlined, it is recommended that future research focuses on integrating diverse perspectives and methodologies to elucidate the nuanced dynamics of strategic leadership. By doing so, scholars can pave the way for the development of more effective leadership strategies tailored to the demands of the modern global business environment.

In light of the complexities and challenges outlined, it is recommended that future research adopts a holistic approach that integrates interdisciplinary frameworks, including behavioral economics, network theory, and foresight studies. This approach will allow scholars to unravel the intricacies of strategic leadership dynamics with unprecedented depth and precision. By synthesizing insights from these diverse fields, researchers can unlock novel perspectives and methodologies, laying the groundwork for the development of highly tailored and innovative leadership strategies suited to the dynamic demands of the modern global business environment.

Finally, the study recommends a call for a crucial shift in leadership development and strategic planning to meet the demands of the global business environment:

1. Revise Leadership Development Frameworks: Leadership programs should move beyond generic training to a more tailored approach, focusing on cultural adaptability, ethical decision-making and strategic collaboration. This customization is essential for preparing leaders to navigate the complexities of the global landscape effectively.

2. Integrate Sustainability into Strategic Planning: Strategic planning must prioritize sustainability and adaptability. Embedding long-term goals into decision-making and fostering a culture of continuous learning will equip leaders with the resilience needed to manage technological and market shifts, ensuring a competitive edge in a dynamic environment.

References

1. Abdu Sallam, F. M., & Alhakimi, W. S. (2023). The Impact of Strategic Leadership Practices on Organizational performance: A Field Study at Yemeni Private Hospitals in Sana'a. *University of Science and Technology Journal for Management and Human Sciences*, 1(2). <https://doi.org/10.59222/ustjmhs>.
2. Akbar, S., Pranajaya, S. A., Nurkadarwati, N., Hoesny, R., & Mutmainnah, I. (2024). Leadership Dynamics in The Era of Educational Transformation: Integrating The Concept of Adaptable Leadership in Sustainable Educational Administration. *International Journal of Teaching and Learning*, 2(1).
3. Alateeg, S., & Alhammad, A. (2024). The Impact of Organizational Culture on Organizational Innovation with mediation role of Strategic Leadership in Saudi Arabia. *Journal of Statistics Applications & Probability*, 13(2).
4. Al-Dhaafri, H. S., & Alosani, M. S. (2020). Impact of total quality management, organisational excellence and entrepreneurial orientation on organisational performance: empirical evidence from the public sector in UAE. *Benchmarking*, 27(9), 2497–2519.
5. Ali, M. (2023). Strategic Leadership in the Digital Age: Navigating Uncertainty. *Journal of Management & Social Science*, 1(1).
6. Pinheiro de Lima, E., Gouvea da Costa, S. E., & Angelis, J. J. (2009). Strategic performance measurement systems: a discussion about their roles. *Measuring Business Excellence*, 13(3).
7. Amankwah-Amoah, J., Abdalla, S., Mogaji, E., Elbanna, A., & Dwivedi, Y. K. (2024). The impending disruption of creative industries by generative AI: Opportunities, challenges, and research agenda. *International Journal of Information Management*, 102759. <https://doi.org/10.1016/j.ijinfomgt.2024.102759>.
8. Asefa, K., Kant, S., & Debela, K. L. (2023). Transformational Leadership Effect on Organizational Performance in Ethiopia Public Sector: Systematic Literature Review. *Studies in Economics and Business Relations*, 4(1).
9. Awodiji, O. A., & Naicker, S. R. (2024). Enhancing universities students' performance through level advisers' leadership qualities. *Journal of Applied Research in Higher Education*, 16(1).
10. Azhar, F. (2024). The role of nonverbal communication in enhancing effective leadership in organizational contexts. *Gema Wiralodra*, 15(1).
11. Balabantaray, S. R. (2023). Women's Leadership and Sustainable Environmental Initiatives: A macroscopic investigation from Ecofeminism framework. *International Journal of Multidisciplinary Research and Growth Evaluation*, 4(4), 1039-1046.
12. Boal, K., & Hooijberg, R. (2000). Strategic leadership research: Moving on. *Leadership Quarterly*, 11.
13. Boal, K., & Schultz, P. (2007). Storytelling, time, and evolution: The role of strategic leadership in complex adaptive systems. *Leadership Quarterly*, 18.

14. Boeske, J. (2023). Leadership towards Sustainability: A Review of Sustainable, Sustainability, and Environmental Leadership. *Sustainability*, 15(16).
15. Davidson, R., & Patel, E. (2024). The Importance Of Change Leadership For Business Resilience In A Volatile Environment: An Examination Of Zimbabwe Stock Exchange-Listed Companies During The Covid-19 Disrupted Trading Period From March To December 2020. *Academic Journal of Current Practice In Business and Management*, 9(1).
16. Davies, B., & Davies, B. (2013). The Nature and Dimensions of Strategic Leadership. *Principles of School Leadership*. <https://doi.org/10.4135/9781526436030.n6>.
17. Deep, G. (2023). The power of resilience and flexibility in business leadership: Adapting to change. *Magna Scientia Advanced Research and Reviews*, 9(2).
18. Elamin, M. O. I. (2024). Leadership Dynamics in the Modern Era: A Comparative Study of Transformative and Controversial Leaders. *International Journal of Religion*, 5(5).
19. Elton, M., & Judith, M. (2022). Criticality of change leadership to business survival in a VUCA environment: A case study of Zimbabwe Stock Exchange-listed companies in the COVID-19-affected trading period of March-December 2020. *African Journal of Marketing Management*, 14(1).
20. Fios, F., Marzuki, M., Ibadurrahman, I., Renyaan, A. S., & Telaumbanua, E. (2024). Innovative Leadership Strategies For School Principals: Building A Holistic Educational Environment Focused On Student Achievement In The Era Of Technology And Globalization. *International Journal Of Teaching And Learning*, 2(1).
21. Georgakakis, D., Wedell-Wedellsborg, M. E., Vallone, T., & Greve, P. (2023). Strategic leaders in multinational enterprises: A role-specific microfoundational view and research agenda. *Journal of International Business Studies*, 54(3).
22. Gore, S., & Kanyangale, M. I. (2022). Strategic leadership for a Zimbabwean University in turbulent times: Literature analysis. *International Journal of Research in Business and Social Science* (2147-4478), 11(10).
23. Müller, S. D., Konzag, H., Nielsen, J. A., & Sandholt, H. B. (2024). Digital transformation leadership competencies: A contingency approach. *International Journal of Information Management*, 75.
24. Grote, G. (2018). *Leadership in Resilient Organizations*. SpringerBriefs in Applied Sciences and Technology. https://doi.org/10.1007/978-3-030-03189-3_8.
25. Harvard Business Publishing. (2024a, January 2). 2023 Global Leadership Development Study - Harvard Business Publishing. <https://www.harvardbusiness.org/leadership-learning-insights/global-leadership-development-study/>

26. Hashimy, S. Q., Jahromi, A., Hamza, M., Naaz, I., Nyamwero, N. B., & HT, B. (2023). Nurturing Leadership and Capacity Building for Success: Empowering Growth. *International Journal of Rehabilitation & Special Education*, 3(2).
27. How, M. L., & Cheah, S. M. (2024). Forging the Future: Strategic Approaches to Quantum AI Integration for Industry Transformation. *AI*, 5(1).
28. Ismayajati, H. A. R., & Widhianingtanti, L. T. (2023). The Relationship between Learning Culture and Learning Agility in Leaders. *International Journal of Latest Research in Humanities and Social Science*, 6(5).
29. Jaafar, M., Asimiran, S., Abdullah, A., & Alias, S. N. (2022). Systematic Literature Review: Strategic Leadership Practices among School Leaders in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 12(3). <https://doi.org/10.6007/ijarbss/v12-i3/12192>
30. Kharkheli, M., & Gavardashvili, D. (2022). The Need for Organizational Changes in Companies. *Economics and Business*, 15(1). <https://doi.org/10.56079/20221/7>
31. Kolbjørnsrud, V. (2024). Designing the Intelligent Organization: Six Principles for Human-AI Collaboration. *California Management Review*, 66(2).
32. Kramskyi, S., Guo, X., Chmutova, I., Kryvobok, K., & Lozova, T. (2024). The race for global leadership and its risks for world instability: Technologies of controlling and mitigation. *Research Journal in Advanced Humanities*, 5(1).
33. Levy, J. S., & Mulligan, W. (2023). Systemic effects of economic interdependence and the militarisation of diplomacy: 1914 and beyond. *Journal of Strategic Studies*, 46(5).
34. Li, H., Yazdi, M., Nedjati, A., Moradi, R., Adumene, S., Dao, U., ... & Garg, H. (2024). Harnessing AI for Project Risk Management: A Paradigm Shift. In *Progressive Decision-Making Tools and Applications in Project and Operation Management: Approaches, Case Studies, Multi-criteria Decision-Making, Multi-objective Decision-Making, Decision under Uncertainty*. Cham: Springer Nature Switzerland.
35. Liu, G., Tsui, E., & Kianto, A. (2024). A meta- analytic study on the organisational learning–performance relationships via country cultural and economic contexts. *Knowledge Management Research & Practice*, 22(1).
36. Maghroori, R., & Rolland, E. (1997). Strategic Leadership: The Art of Balancing Organizational Mission with Policy, Procedures, and External Environment. *Journal of Leadership & Organizational Studies*, 4. <https://doi.org/10.1177/107179199700400207>.
37. Majdzadeh, R. (2024). Big Data Revolution: Transforming Business Landscapes through Data-Driven Decision Making. *Social Sciences Spectrum*, 3(1).
38. Mishra, A. A., Maheshwari, M., Pandey, J., & Hassan, Y. (2023). Fempreneurship through digital platforms: The “labyrinth groove” and the “barricades” within. *Journal of Global Information Management (JGIM)*, 31(8).

39. Mizrak, F. (2023). Integrating cybersecurity risk management into strategic management: a comprehensive literature review. *Research Journal of Business and Management*, 10(3).
40. Mohammed, M. A. (2022). The effectiveness of organizational change on organizational success. *Journal of Global Social Sciences*, 3(10).
41. Muhammed, S., & Zaim, H. (2020). Peer knowledge sharing and organizational performance: the role of leadership support and knowledge management success. *Journal of Knowledge Management*, 24(10).
42. Nadim, A., & Singh, P. (2019). Leading change for success: embracing resistance. *European Business Review*, 31(4).
43. Ndalamba, K., Caldwell, C. and Anderson, V. (2018). Leadership vision as a moral duty. *Journal of Management Development*, Vol. 37 No. 3. <https://doi.org/10.1108/JMD-08-2017-0262>
44. Neagoş, R. A. (2022). Asymmetric Interdependence, Power, And Crisis In Integrated Systems. *On-Line Journal Modelling The New Europe*, 40. <https://doi.org/10.24193/Ojmne.2022.40.07>
45. Obuba, M. O. (2022). Leadership Strategy and Organizational Outcomes: A Review of Literature. *Open Journal of Leadership*, 11(02). <https://doi.org/10.4236/ojl.2022.112008>
46. Othman, I., Yusoff, M., Bakar, A., & Esa, M. (2023). The importance of global collaboration in empowering higher education and cultivating holistic graduate leadership. *International Journal of Education, Psychology and Counseling*, 8(49).
47. Piwowar-Sulej, K., & Iqbal, Q. (2023). Leadership styles and sustainable performance: A systematic literature review. *Journal of Cleaner Production*, 382, 134600. <https://doi.org/10.1016/j.jclepro.2022.134600>.
48. Raver, C. K., Ledford, A. K., & Norton, M. (2023). A Strategic Organizational Approach to Developing Leadership Developers. *Journal of Character and Leadership Development*, 10(1).
49. Razzaque, A., Lee, I., & Mangalaraj, G. (2024). The effect of entrepreneurial leadership traits on corporate sustainable development and firm performance: a resource-based view. *European Business Review*, 36(2).
50. Said, Saleem, Al, Nawah, Al, Huraizi., Nurazmallail, Marni. (2023). Strategic Leadership Practices and Their Role in Achieving Competitive Advantage in Schools, Future Agendas, Research Gaps, and the Research Needs: Systematic Literature Review. *International journal of academic research in business & social sciences*, 13(2). <https://doi.org/10.6007/ijarbss/v13-i2/16424>
51. Samimi, M., Cortes, A. F., Anderson, M. H., & Herrmann, P. (2022). What is strategic leadership? Developing a framework for future research. *The Leadership Quarterly*, 33(3).

52. Sarfraz, M., Bhutta, M. K., & Ivascu, L. (2024). Leadership in Cross-Cultural Contexts: Strategies for Global Success. *International Journal of Organizational Leadership*, 13(First Special Issue 2024).
53. Sevinur, Cuhadar., Ildiko, Rudnak. (2022). Literature review: sustainable leadership. *Studia mundi – economica*, doi: 10.18531/studia.mundi.2022.09.03.55-65
54. Shan, Z., & Wang, Y. (2024). Strategic Talent Development in the Knowledge Economy: A Comparative Analysis of Global Practices. *Journal of the Knowledge Economy*.
55. Shao, L. (2022). A Review of the Research on the Mechanism of Strategic Leadership at the Organizational Level. *Journal of Education, Humanities and Social Sciences*, 4.
56. Shoymardonov, T., & Nasrullayev, T. (2024). Development Of Strategic Management Competence: Management With Innovation. *Science And Innovation*, 3(A3).
57. Singh, A., Lim, W. M., Jha, S., Kumar, S., & Ciasullo, M. V. (2023). The state of the art of strategic leadership. *Journal of Business Research*, 158.
58. Subhan, S., Surni, S., Koerniawati, D., Suharyono, S., & Johari, E. (2024). Navigating The Labyrinth: A Comprehensive Study Of Intricate Dynamic Strategies For Economic Management In A Complex Globalized Environment. *International Journal Of Economic Literature*, 2(2).
59. Susanto, P. C., Widyastuti, T., Karsono, B., & Soehaditama, J. P. (2023). Implementation of Transformational Leadership to Development Organization and World Class University Strategic (Literature Review). *International Journal of Business and Applied Economics*, 2(3). <https://doi.org/10.55927/ijbae.v2i3.4264>
60. Syvänen, K. (2023). Transformational Leadership in High Performing Product Development and Products Organisation. Master's thesis, University of Vaasa. Finland.
61. Tung, T., DO, & Mai, N. K. (2020). Review of empirical research on leadership and organizational learning. *Journal of Knowledge Management*, 24(5).
62. Türk, A. (2023). Digital leadership role in developing business strategy suitable for digital transformation. *Frontiers in psychology*, 13.
63. Turyadi, I., Zulkifli, Z., Tawil, M. R., Ali, H., & Sadikin, A. (2023). The Role Of Digital Leadership In Organizations To Improve Employee Performance And Business Success. *Jurnal Ekonomi*, 12(02).
64. Uaikhanova, M., Zeinulina, A., Pshembayev, M., & Anesova, A. (2022). Developing leadership skills in university students. *Cogent Education*, 9(1).

65. Vera, D., & Crossan, M. (2004). Strategic Leadership and Organizational Learning. *Academy of Management Review*, 29. <https://doi.org/10.5465/AMR.2004.12736080>.
66. Waruwu, E., Lase, D., Solikhah, I., Selfiana, S., & Harmono, H. (2024). Strategic Leadership in Times of Crisis: A Comparative Study of Successful Organizational Responses. *Global International Journal of Innovative Research*, 2(2).
67. Weresa, M. A. (2019). Technological competitiveness of the EU member states in the era of the fourth industrial revolution. *Economics and Business Review*, 5(3).
68. Willis, A. O. C., PhD, G. K., & PhD, A. M. (2022). Strategic Leadership as an Antecedent of Competitive Advantage: A Review of Literature. *International Journal of Managerial Studies and Research*, 10(1).
69. Yao, L., Wang, Q., & Ma, W. (2023). Navigating the Immune Maze: Pioneering Strategies for Unshackling Cancer Immunotherapy Resistance. *Cancers*, 15(24).
70. Yao- Sheng, Liao. (2022). Sustainable leadership: A literature review and prospects for future research. *Frontiers in Psychology*, 13.
71. Zaida, Chinchilla-Rodríguez., Zaida, Chinchilla-Rodríguez., Cassidy, R., Sugimoto., Vincent, Larivière., Vincent, Larivière. (2019). Follow the leader: On the relationship between leadership and scholarly impact in international collaborations.. *PLOS ONE*, 14(6).
72. Zhou, S., & Li, R. (2024). Navigating Time and Strategy: The Role of Chairperson's Focus in Entrepreneurial Knowledge Flow. *Journal of the Knowledge Economy*.