Compulsory Strategic Leadership in the Upcoming Decade

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Article History	Abstract
	This qualitative study thoroughly examines the evolution of strategic leadership in 2025 and beyond, drawing insights from 29 scholarly articles, business books, and case studies by various scholars, professionals, and practitioners. The goal is to develop a practical framework that addresses four key questions related to strategic and administrative functions essential for future, long-term leadership to effectively navigate challenges and opportunities arising from geopolitical shifts, economic disruptions, and technological advancements in 2025 and beyond. *Using a content analysis approach, this study aims to synthesize existing knowledge and clarify key themes and trends that contribute to both academic discussions and practical applications in organizations.* *The discussion about the "fourth and fifth industrial revolution" is marked by significant technological progress that broadens organizational opportunities and significantly impacts leadership styles, norms, and expectations. These changes signify a crucial shift across several areas, seen in three main aspects.* *First, there is a shift from focusing on dominant economic powers to a broader range of countries. Second, disruptive forces are creating economic challenges that are changing trade patterns and increasing competition for technological innovations. Third, strategic leadership must continuously evolve by 2025, requiring regular reassessment and the integration of new roles and strategic practices.* *The developed conceptual model offers valuable insights, highlighting key skills, traits, management styles, and strategic organizational functions essential for modern leadership to navigate the complexities and upcoming challenges of the global business environment in the years to come.* ***Keywords:*** *Strategic leadership, Sustainability, Decision-Making, Resilience, Competitive Advantage, Strategy*

Introduction

By 2025, the global business landscape is anticipated to undergo substantial transformations driven by a range of macroeconomic factors, necessitating strategic adaptations from organizations. This evolution is discernible across three primary domains.

Firstly, we observe a paradigm shift from a concentration on established economic powers toward a more heterogeneous array of nations, encompassing the United States, China, various emerging economies in the Global South, alongside a Europe grappling with significant challenges. Secondly, disruptive forces are

reshaping economic conditions, leading to altered trade patterns and intensified competition for technological innovations, which subsequently impact financial outcomes.

Moreover, the ongoing revolution that blurs the lines between the physical, digital, and biological realms is poised to establish a new world order and redefine the business landscape. This transformation is particularly relevant for firms integrating information-dense technologies, robust computing capabilities, artificial intelligence (AI), and the Internet of Things (IoT).

Industries are expected to experience extensive and profound disruptions, making the future of work increasingly uncertain (see Table 1, which outlines the key challenges for 2025 and beyond).

Lastly, organizational leaders are compelled to navigate the ramifications of global shocks, such as geopolitical conflicts, climate change, and escalating societal polarization (Boston Consulting Group, 2025). The intricate geopolitical landscape complicates the international business environment, but it also unveils new avenues for growth and adaptation. Business leaders must grasp the implications of these multifaceted dynamics on their operations. In this context, the emergence of novel strategic leadership paradigms becomes crucial for navigating these challenges effectively, mitigating risks, and capitalizing on opportunities within a volatile environment.

Recent research from the Center for Creative Leadership (CCL, 2025) highlights a significant shift in leadership models from traditional approaches to more strategic frameworks. By 2025, strategic leadership will require continuous adaptation and evolution, necessitating regular reassessments of operational perspectives and the integration of innovative ideas. Senior management, including CEOs and directors, must exhibit agility in responding to emerging challenges to maintain a competitive advantage. Maintaining situational awareness concerning environmental changes is crucial for balancing immediate operational objectives with sustainable long-term growth, cultivating a culture of innovation, and fostering overall organizational development.

Business Problem

As we move into 2025, the global business landscape is undergoing significant changes driven by geopolitical shifts and disruptive forces. To remain viable, competitive, and sustainable, organizations must adopt strategic initiatives that enhance their agility in responding to the evolving complexities of the market. This is essential for skilled strategic leaders.

Recent studies indicate that 30% to 50% of organizational leaders fail to meet their performance benchmarks, primarily due to insufficient preparation or training for their strategic roles. Some others argue that the complexity of executing and implementing the approved strategy requires a comprehensive understanding and connection throughout the organization. Otherwise, the organization's strategy fails in 50% to 90% (Wiles, 2020; Kaapanda, 2023). These gaps in preparedness can lead to difficulties in developing effective strategies and establishing a sustainable competitive advantage (Odhiambo et al., 2022; Strenfelset et al., 2024/2025; Kathakhda, 2025). Additionally, current theoretical frameworks reveal a notable lack of comprehensive research on the traits and competencies required for effective strategic leadership.

Purpose of the study

In this business context, a key challenge is how organizations can not only survive but also thrive in a volatile market. Traditional strategic models may fall short in managing the complex risks and opportunities today. Business leaders must evaluate not only the immediate operational impacts of geopolitical shifts but also their long-term effects on competitive position, resilience, stakeholder trust, and innovation capacity.

This qualitative study uses a "content analysis" design to identify the key "strategic organizational and personal features" that appear in the scholarly literature, which leaders must cultivate to enhance organizational agility, foster innovation, and create long-term value amid volatility, uncertainty, complexity, and ambiguity.

By clearly defining the expectations for modern strategic leadership, organizations can better prepare to identify emerging trends, respond to disruptions with resilience, and position themselves as leaders in sustainable global commerce. Ultimately, this understanding provides a roadmap for developing leadership pipelines and strategic frameworks tailored to address the challenges and opportunities expected in the worldwide business landscape of 2025 and beyond.

Study Questions

Primary Question:-

Q1: What essential leadership qualities will enable effective leaders to navigate the complex challenges and opportunities presented by geopolitical shifts, economic disruptions, and rapid technological advancements in 2025 and beyond?

Second-Level Questions

Q1: What personality traits are fundamental to effective strategic leadership?

Q2: What core skills are requisite for a strategic leader?

Q3: Which management styles align well with the principles of strategic leadership?

Q4: What roles do leaders assume to be effective in the practice of strategic leadership?

Study Assumption

The strategic leadership framework for 2025 and beyond will focus on three key management areas: strategic, organizational, and human-social management. This integrated approach aims to significantly enhance competitive strategy, drive value creation, and improve organizational efficiency. By adopting these paradigms, organizations will be better equipped to navigate an evolving business landscape while upholding ethics and fostering strong stakeholder engagement.

Strategic Leadership Conceptual Model

This study is grounded in a robust conceptual framework that underscores the critical role of qualitative research, particularly employing content analysis as a practical methodology for elucidating the identified research problem. The framework delineates four fundamental categories: traits, skills, management style, and strategic functions. Collectively, these categories encompass the essential leadership attributes required for navigating the complex challenges presented by today's dynamic global business landscape, which is profoundly influenced by geopolitical fluctuations and disruptive forces. For organizations to thrive in such an environment, it is imperative to adopt strategic practices (illustrated in Figure 1, Strategic Leadership) that foster a sustainable competitive advantage, ensuring long-term resilience and success.

The findings of this research indicate that contemporary strategic leaders are compelled to cultivate six fundamental managerial skills: the ability to create a compelling vision, the capacity to translate that vision into collaborative team efforts, the development and maintenance of high-performing teams, the promotion of innovation and continuous learning, a focus on measurable outcomes, and the effective management of personal growth (Ashkens & Manville, 2018). A noteworthy collaborative study conducted by Deloitte and MIT Sloan highlights that over 90% of managers, analysts, and leaders acknowledge the paramount importance of talent development through consistent training and education, particularly as they adapt to the evolving demands of the Fourth Industrial Revolution.

Regarding the attributes of a strategic leader, the literature describes a wide range of personal qualities, including strategic motivation, emotional intelligence, the ability to inspire, managerial wisdom, empathy, a commitment to ethical values, extensive experience, and knowledge, strategic flexibility, focus on strategic challenges, 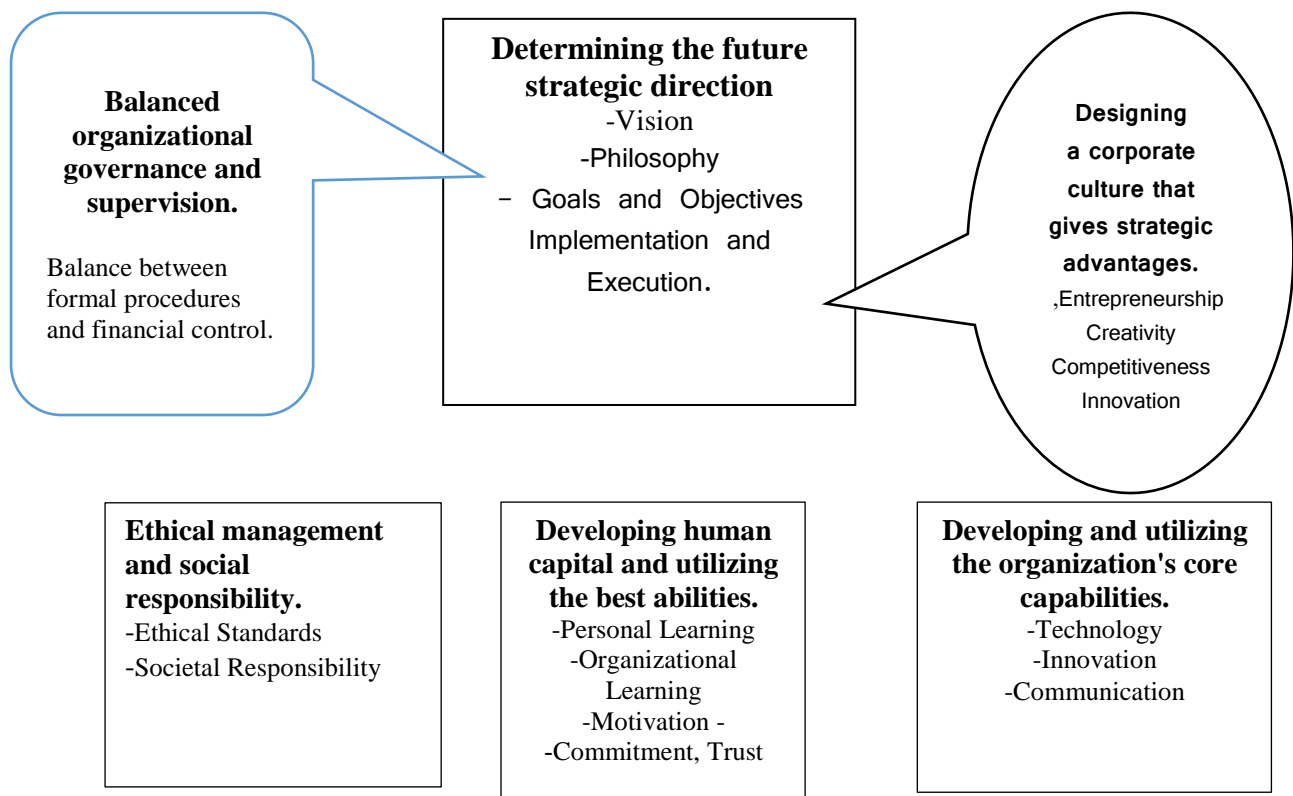strategic thinking, a holistic vision, and skilled analytical abilities (Hebron & Kilika, 2020; Humitie, 2018; Odhiambo et al., 2022; Wasserman et al., 2024).

The management styles that are essential for strategic leadership and frequently discussed in scholarly literature, which will significantly influence organizations and their success, include visionary leadership, transformational leadership, symbolic leadership, social leadership, transactional leadership, Agile leadership, participatory leadership, authentic leadership, influential leadership, and relational leadership; additionally, Servant, Data-Driven leadership, and crises leadership (Rubinstein, 2020; IMD Business School; Samimi et al., 2022; Craig et al., 2025).

The fourth category relates to Strategic Features, emphasizing the importance of strategic leadership in 2025. This includes establishing a clear organizational structure, aligning company objectives, formulating and adjusting organizational strategies, driving performance, enabling rapid and high-quality strategic learning, managing organizational change, gathering accurate feedback, taking calculated risks, developing and managing strategic resources, and fostering a culture of innovation management. It also involves developing a reward system, cultivating a social culture and values, setting milestones to create a competitive advantage, and creating a detailed action plan with measurable indicators and parameters (Vasserman, 2024; Stowell, 2017; Odhiambo et al., 2022; Humilie, 2018; Davis & Davis, 2008).

<div align="center">Figure 1</div>

<div align="center">**"Strategic Leadership that Adds Value to the Organization"**</div>

Balanced organizational governance and supervision.

Balance between formal procedures and financial control.

Determining the future strategic direction
-Vision
-Philosophy
– Goals and Objectives Implementation and Execution.

Designing a corporate culture that gives strategic advantages.
,Entrepreneurship
Creativity
Competitiveness
Innovation

Ethical management and social responsibility.
-Ethical Standards
-Societal Responsibility

Developing human capital and utilizing the best abilities.
-Personal Learning
-Organizational Learning
-Motivation -
-Commitment, Trust

Developing and utilizing the organization's core capabilities.
-Technology
-Innovation
-Communication

LITERATURE REVIEW

Strategic Leadership

The theory distinguishes between leadership and strategic leadership. Leadership is defined as a process where an individual influences a specific group or organization to achieve its goals. A well-known definition of leadership, according to Yukle (2010), states that leadership is a special kind of relative power characterized by the perception among group members that one member has the right to influence behavior within the group. It is an interpersonal influence supported by the situation and communication, aimed at reaching goals, fostering interaction among people, establishing expectations for those being led, and guiding the group's activities toward objectives. In contrast, strategic leadership is a primary leadership style typically found at the top level of an organization. It involves responsibilities such as setting the long-term vision, analyzing market trends, managing complexities, and preparing the organization for future challenges and opportunities (Greenberg & Baron, 2003; Hitt & Hosiksson, 2007; Scope, 2007; Mamford et al., 2007; Hill et al.,2009; Hitt et al., 2010; Farland, 2011; Humnitie, 2018; Samimi et al., 2019; Sousa et al., 2019; Ashkens & Manvile, 2018; Guzman et al., 2020; Silvia et al.,2020; Hebron et al., 2020; Shavit, 2021; Odhiambo et al., 2022; Andrews, 2025; Buryk et al., 2025; Whitehead et al., 2025).

Some key milestones in leadership research are crucial for understanding the nature of leadership. The study of leadership in organizations has evolved through four main perspectives since the early 20th century. The first concentrated on a leader's unique qualities, followed by the behavioral approach in the 1940s. Then came situational behavior in the 1960s, which involves adapting leadership styles to environmental circumstances. The modern perspective of the 1980s highlighted the relationship between leaders and followers. In the early 21st century, two new areas emerged: moral leadership and authentic leadership.

As the landscape of organizational management continues to change, the importance of strategic leadership is expected to increase significantly from 2025 onward. Recent discussions in leadership scholarship have reignited interest in strategic leadership

through the lens of the "Great Man Theory." This renewed focus highlights the crucial roles of vision and charismatic authority in effective leadership. These developments can be linked to advances in research methods that enable the assessment of complex personality traits, including self-motivation, self-efficacy, and locus of control, among others. This scholarly focus particularly highlights the essential characteristics required of individuals aspiring to leadership roles.

Senior leaders play a crucial role in strategic decision-making, influencing the long-term direction of their organizations. These key decisions follow a consistent pattern that aligns with the organization's mission and core principles, shaping its future path. To effectively address the primary challenges and anticipate evolving scenarios, organizations must implement innovative initiatives and capitalize on opportunities at all levels (Wasserman et al., 2024). This dual ability enables sustained success even while pursuing short-term goals (IMD, 2024).

Jeff Bezos, the founder of Amazon.com, is a prominent figure in strategic leadership and entrepreneurial thinking. Under his leadership, Amazon became a pioneer in the e-commerce industry, especially in online book sales. Literature describes Bezos as an innovative thinker, skilled at identifying and capitalizing on market opportunities. As the company grew, he intentionally expanded its product range to include categories like films, music, pharmaceuticals, and groceries. A significant factor contributing to his success is the establishment of Amazon as a high-quality brand in the digital marketplace (Hitt et al., 2005).

A key aspect of a strategic leader's organizational responsibilities is managing value-driven strategic innovation. As noted in the literature, this approach is a management theory that focuses on making well-informed decisions and taking actions that encourage innovation, ultimately enhancing the organization's performance and helping it achieve its strategic objectives. The core of this process is aligning innovation with the organization's overall strategy and the principles of focused management (Kalman, 2017).

An illustrative example of this concept can be found in the rise of digital companies and personal computers during the 1980s. Digital Equipment Corporation, a major player in the computer industry since the 1960s, faced a critical decision regarding the production of personal computers. Ultimately, the company chose not to enter this market due to concerns about low profit margins. Instead, Digital focused on its more lucrative clients, primarily institutions and businesses that required powerful, reliable, and fast computing solutions. In contrast, personal computers were purchased mainly by enthusiasts drawn to their lower cost and simpler design. Over the years, as personal computer technology advanced and became more capable, some of Digital's key customers began to favor these options. Consequently, the high costs of Digital's advanced systems led to a shrinking customer base, which ultimately resulted in the sale of the company's assets to Compaq (Kalman, 2017).

A case study on the Coca-Cola Company highlights three key strengths that contribute to building a successful organization: a strong brand, advanced technology that provides a competitive edge, and dedicated employees committed to the company. The combination of these elements creates a solid foundation for success and the formation of a winning organization. The company excels in these areas better than its competitors. 1. Establishing a leading market position. 2. Gaining advantages through scale. 3. Managing resources intelligently and efficiently to maintain a competitive edge. 4. Innovating to develop sustainable value propositions. 5. Leveraging brand strength to foster long-term customer relationships. To sustain all these qualities, a strong organizational culture is needed, and flexibility in facing risks and threats is essential (Raban, 2024).

An interesting case of strategic change shows that the high involvement and impact of a leader's management style and personality shape the chosen strategy for implementation. A typical strategic process involves analyzing trends, threats, and opportunities in the external environment, as well as examining resources, core competencies, and organizational uniqueness to develop a strategy that will provide the organization with a competitive advantage.

This is an Israeli investment house that has undergone three strategic transformations during its 40-year existence. The first period, from 1979 to 2005, was characterized by internal organizational growth, which enabled us to achieve high returns for clients while rigorously managing risks.

At the beginning of the century, the company's experts examined the main investment channels that contributed to the development of a tactical action plan for adjusting client investments. By 2005, the company had grown

sixfold in assets under management, from $1.2 billion to approximately $7 billion NIS.

However, due to the "Bachar reform" in Israel, which took control of the capital market away from the banks and forced them to sell their mutual funds and provident funds, a new situation emerged that required different assessments, such as institutionalizing and stabilizing the finance headquarters, human resources, and legal department, and establishing an advisory board. As a result, a second strategy was developed between 2005 and 2013, a strategy of mergers and acquisitions. Recognizing the benefits of the "economy of scale" in capital market activities, in 2010, following a merger with another investment house, it was decided to hire an external CEO with a distinct business profile.

In 2013, the company's management concluded that there was no benefit to merging with medium-sized firms and that, to grow, it was necessary to pursue a merger with a larger company. So, they arranged a merger with a prominent investment firm, making them one of the three most prominent investment firms in the country. Also in 2013, the strategy was to diversify income sources and reduce reliance on the capital market by expanding into other areas, such as providing non-bank credit for individuals with disabilities. This activity was supported by technological and digital innovation, placing them at the forefront of technology.

Organizational Knowledge Management

The importance of knowledge management for organizations is driven by several key factors, including the globalization of the economy and trade, the growing variety of knowledge-intensive products and services, and advancements in technology and information systems.

Knowledge management involves a cyclical process with four stages:

1. Knowledge Creation - generating new knowledge.

2. Knowledge Acquisition - obtaining knowledge from external sources through information technology (IT).

3. Knowledge Storage and Retrieval - developing an organizational memory and ensuring access to that memory.

4. Knowledge Transfer and Sharing - a communication process that allows knowledge from one source to be learned and applied by others. This includes two models: the network model and the knowledge stock model.

Finally, knowledge application utilizes this knowledge to inform decisions, solve problems, and facilitate coordination among individuals and groups within the organization. This stage is considered to provide the most value to the organization (Kuma et al., 2025).

A.I. Integration

Due to the increasing use of artificial intelligence in decision-making tasks that require human intelligence, some believe its contribution will be in enhancing organizational performance (Sousa et al., 2019). This improvement is evident in five key indicators: the accuracy of the search space, the ability to explain and interpret the decision-making process and its outcomes, the range of alternatives, the speed of decision-making, and the capacity to reproduce results. Hitt et al. (2001) and McKinsey (2024) add that AI and the automation processes involved are transforming traditional organizational structures, reducing hierarchy, and encouraging innovative work methods. It significantly impacts efficiency by automating routine tasks and processes, analyzing large amounts of data quickly and accurately, and providing valuable insights into customer behavior, market trends, and operational performance. On the other hand, it is essential to note that there is no consensus among researchers regarding the use of artificial intelligence. Opponents argue that it can distort information and present it in a clear and convincing manner, which negatively affects decision-making processes without providing a means to recognize that they are being manipulated.

Disruptive Innovation

Disruptive innovation describes how smaller firms with limited resources challenge established market leaders. These disruptive companies usually start at the lower end of the market, targeting less profitable segments or creating entirely new niches. Due to the incumbents' dominance and control over valuable intellectual resources, these emerging firms initially struggle to compete for more profitable market segments.

As these emerging companies enhance their offerings and refine their value propositions, they gradually ascend the market hierarchy, thereby increasing their revenue and market share. The turning point for disruption occurs when these firms establish a significant foothold, leading to a reevaluation of market dynamics and a shift in competitive strategies.

This concept highlights the dual nature of disruption: it can appear as low-end disruption, where established

players ignore a segment because of its low profitability, or as new market disruption, where an innovation meets unmet needs in a new segment with a cost-effective solution. Understanding these mechanisms enables entrepreneurs to identify potential opportunities for disruption, while experienced professionals can develop strategies to mitigate the risk of competitive encroachment in their respective industries (Cote, 2020).

Methodology

This study uses a qualitative inquiry with a content analysis design and a cross-sectional approach to examine the attributes of the strategic leadership concept as outlined in secondary literature. It includes a systematic review of specific, predetermined, and clearly defined features (Leady & Ormrod, 2005). The primary objective of the research is to clarify how existing literature conceptualizes and describes the concept of strategic leadership across four predefined categories: leaders' strategic functions, skills, traits, and management styles, which are divided into three managerial domains: strategic, organizational, and human social.
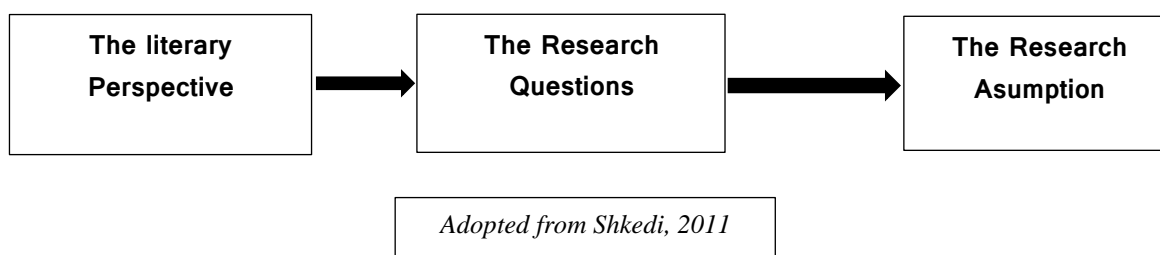
Content analysis distinguishes itself from other research methods through its systematic approach to interpreting and analyzing textual or visual content, uncovering patterns, themes, and insights. Unlike traditional research that mainly summarizes findings, a conceptual framework in content analysis serves as a guiding structure that shapes the scope and direction of the investigation, rather than simply presenting a summary of results. This framework highlights key concepts and variables that inform the analysis, enabling a deeper exploration of the core qualities and skills essential for effective strategic leadership.

By establishing a clear conceptual direction, this study aims to thoroughly examine the complexities of the evolving global business landscape of 2025. This approach ensures that the research addresses not only immediate operational challenges but also the broader implications for organizational agility, innovation, and maintaining competitive advantage in a volatile and uncertain environment. As a result, the insights gained from this content analysis are positioned to contribute meaningfully to discussions on strategic leadership and organizational effectiveness within this rapidly changing context (refer to Figure 2- research layout).

Figure 2

Research Layout

| The literary Perspective | → | The Research Questions | → | The Research Asumption |

Adopted from Shkedi, 2011

Data Collection and Sampling

The data will be gathered by selecting a sample of specific literature sources, such as books, economic papers, business cases, and academic articles, which will then be analyzed and coded based on predefined characteristics of strategic leaders related to the research problem and questions.

A cluster sampling of 29 textual materials related to business problems and research questions will be selected. The materials will be intentionally chosen using a non-random method to gather the most relevant information for the study. These materials are limited to the period from 2000 to 2025 and will be divided into two time periods: 2000-2015 and 2016-2025. This aims to enable a critical comparison and to identify cross-sectional developments and trends through content analysis (refer to Table 1: Demographic Structure).

Table1

Demographic Structure of Literary Sources

Type	Sum	Valid for 2000-2015	Valid for 2016- 2025
Academic studies	12	4	8
Business books	10	3	7
Consulting and survey company publications	4		4
University publications	3		3
Total	29	7	22

Data Analysis Method

The data analysis will be carried out systematically by identifying key indicators, including personal traits, abilities, management style, and strategic leadership functions related to strategic leadership from 2025 onward. These characteristics will be organized into three separate management frameworks: strategic, organizational, and human social management.

The findings will be systematically organized into designated tables. Data frequency will be presented in a prevalence table, based on calculations derived from the accepted formula.

Prevalence = (Number of existing cases / Total population) x 100

Using the strategic management style as an example, the calculation for 2016-2025 shows a prevalence of 50%, which corresponds to a ratio of $11/22 \times 100$. In comparison, for 2000-2015, the ratio 6/7x100 resulted in a prevalence of 85.7%. These calculations highlight essential changes related to the research question.

The goal of this analysis is to clarify the connection between the data and the research problem for the reader.

A visual chart will be provided to illustrate the changes in frequency over different time periods (refer to Table 2), along with an analysis of emerging trends. A detailed discussion will follow, explaining the patterns found in the data and highlighting significant trends related to the study categories.

Table 2

Prevalence of the Content Analysis Findings

Category	Sub- Category	Frequency 2000-2015	Frequency 2016-2025
Strategic management	Management style		
	Visionary-Strategic	86%	50%
	Transformational		36%
	Transactional		22%

Organizational Management			
	Transformational		**18%**
	Adaptive	**14%**	**9%**
	Authentic		**9%**
	Coacher		**9%**
Social-Human Management			
	Transformational		**18%**
	Servant		**18%**
	Cooperative-social		**9%**
	Symbolic		**3.5%**
	Swarm		**3.5%**
Strategic Management	**Leaders Attributes**		
	Motivation	**14%**	**36%**
	Intelligence		**27%**
	Personal abilities	**14%**	**23%**
	Special abilities	**14%**	**23%**
	Flexibility		**23%**
	Strategic thinking		**18%**
	Initiation	**14%**	**18%**
Organizational			
	Managerial wisdom		**18%**
	Cultured and ethical standards		**18%**
	Technological abilities		**14%**
	Learning, innovation and creativity	**14%**	**14%**
Human-social			
	Cooperative	**14%**	**14%**
	Trustworthy	**7%**	**3.5%**

	Social/ethical values	14%	
	Empathy		9%
	Social intelligence		9%
Strategic	**Leadership Skills**		
	Ability to anticipate	14%	18%
	Effective decision-making	14%	18%
	Ability to articulate vision	14%	14%
	Strategic thinking		14%
	Implementation capability and alignment of strategy		14%
	Ability to bridge management with future strategic management		9%
	Ability to handle failure and crisis		9%
Organizational			
	Management of micro-tactics, creativity, innovation, and resources	14%	14%
	An ability to inspire teams and maximize their potential	14%	14%
Human-social			
	Creating teams' intrinsic motivation		18%
	Management of the human capital		14%
	Creating a friendly climate		9%
	Promote collaboration		9%

Strategic	Functional features		
	Make brave and fast decisions.	28%	27%
	Strategic practice and road stones	43%	23%
	Performs strategic planning with a matrix and indicators		14%
	Makes the right choice for the long term		14%
Organizational			
	Managing innovation, technology, and AI.		32%
	Managing clear communication	28%	24%
	Establishing a culture of innovation, inquiry, and sustainability.	11%	11%
	Develop organizational and execution capabilities.	14%	18%
	Managing innovation priority	14%	23%
	Creates a culture of research, learning, innovation, and continuity.	29%	23%
	Creating a climate of trust, care, and respect.	14%	
	Designing a reward, incentive, and feedback system	14%	18%

| Human- social		
Human capital and social capital development		26%
Manages social issues, including organizational culture.		14%
Develop networks and collaborations with employees, competitors, partners, and customers to enhance your organization's reach and impact.	28%	20%

Cross-Sectional Analysis Inference

The findings from the cross-sectional analysis highlight the crucial role of strategic leadership in effective organizational management, particularly in three key areas. They emphasize the need for academic research to delve deeper into this subject, particularly in light of the anticipated effects of strategic realignments on the global business landscape in the future.

In the management style dimension, the analysis shows a significant change. At the start of the 21st century, the dominant management styles were strategic, visionary, and adaptive. However, since 2016, there has been a move toward more transformational and transnational styles across the three management dimensions. This shift indicates a growing consensus among scholars and practitioners that these modern styles are better suited to the current business environment. They are increasingly complemented by approaches such as servant leadership, authentic leadership, and social collaboration, which incorporate a broader range of behaviors into strategic and organizational management (Refer to Figure 2).

Figure 2
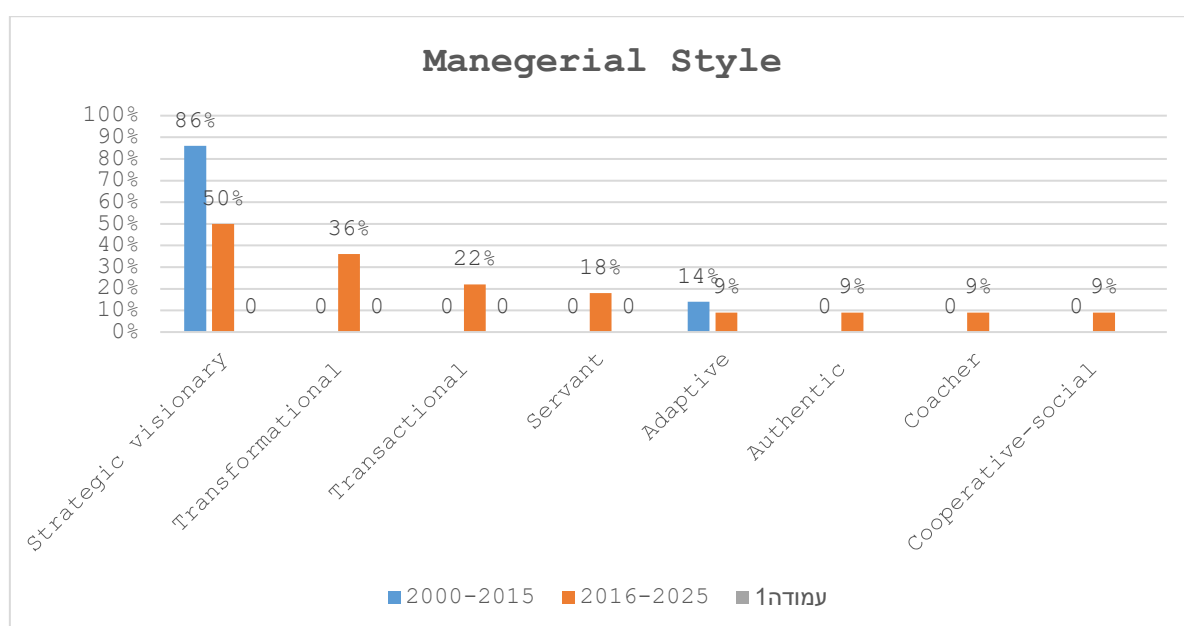
In the leadership attributes subcategory, the analysis reveals that, early in the 21st century, effective managers were required to demonstrate strong personal skills, proactivity, a commitment to continuous learning, innovation, creativity, and ethical, collaborative behavior with social awareness. While this initial focus still matters, there is now a greater emphasis on traits such as flexibility, strategic foresight, personal initiative, and the integration of cultural and ethical values. Additionally, in today's work environment, technological skills and a willingness to innovate are essential (Refer to Figure 3).

Figure 3
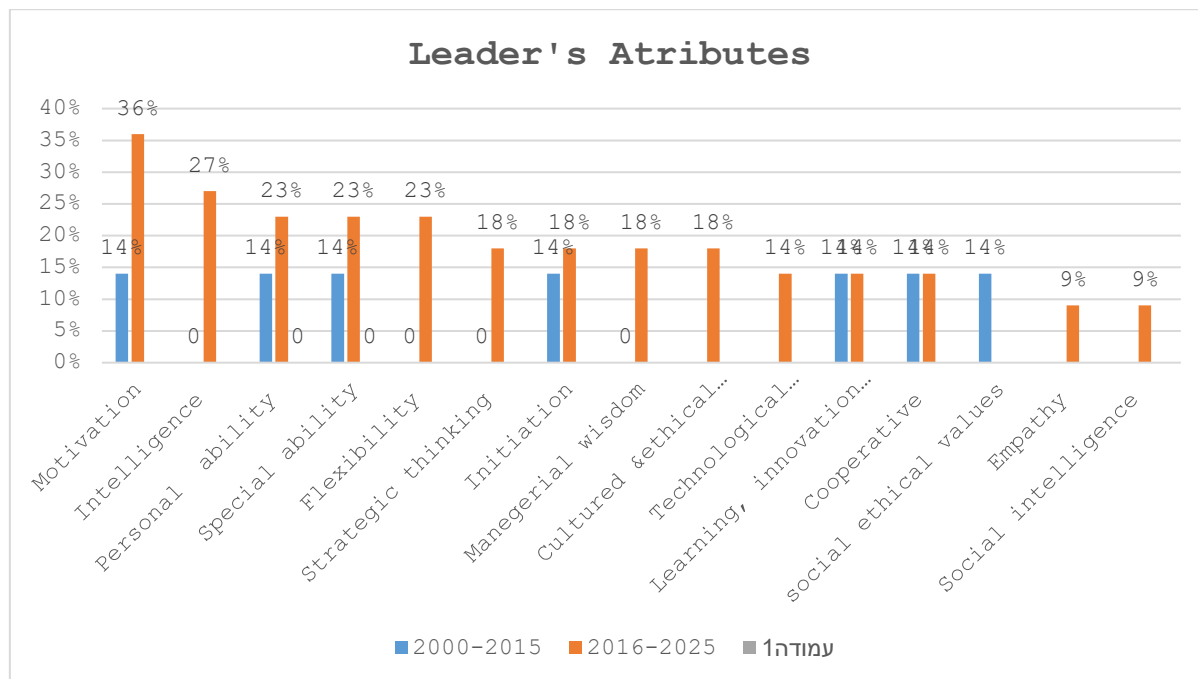
Regarding the skills subcategory, the earlier period required leaders to possess forecasting capabilities, decision-making acumen, and the ability to articulate a compelling vision. In addition to this, tactical management, creativity, innovation, resource allocation, and the capability to inspire and unlock employee potential were deemed essential. In the subsequent period, leadership demands evolved to require strategic thinking, effective strategy execution and integration, fostering intrinsic motivation, and adept management of human capital (Refer to Figure 4

Figure 4
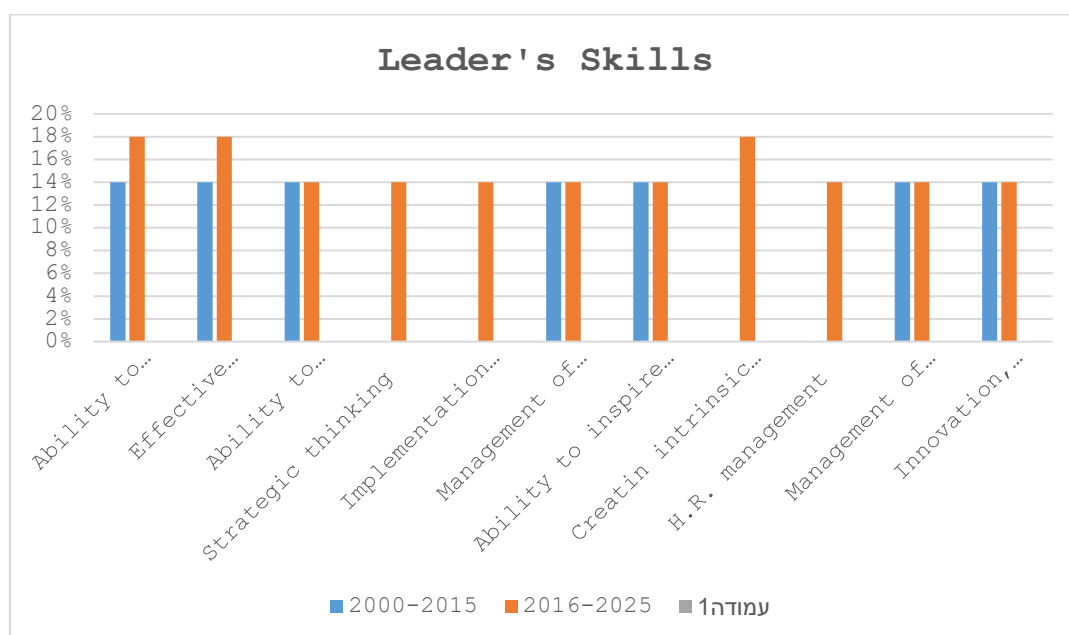
Lastly, regarding functional features, leaders in the initial period were expected to take quick and decisive actions, strategically plan with measurable milestones, foster a visionary culture of innovation, focus on research and continuity, and promote an environment of learning, trust, and mutual respect. The significance of systems for rewards, incentives, and feedback mechanisms, along with clear communication and stakeholder engagement, has remained vital and continues to be relevant in the second period. During this phase, there is an even greater focus on scientific strategic planning methods, such as matrices and performance indicators, long-term decision-making, the development of human and social capital, technological management, artificial intelligence, and strong communication management practices (Refer to Figure 5).

Figure 5
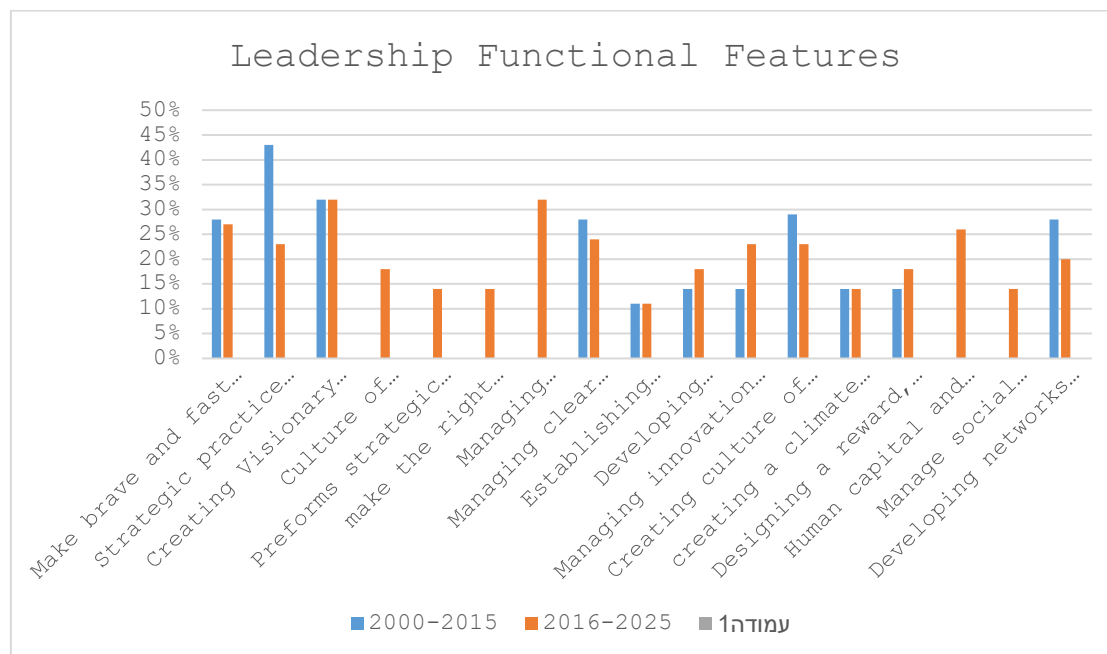
Context of the study

This study is part of a comprehensive analysis of innovative strategic leadership models, specifically designed to help organizations succeed in the face of rapid and unpredictable changes. The framework discussed here emphasizes four key questions that leaders must address to navigate complexity effectively. It equips organizations with essential tools to respond efficiently to the changing political, economic, and technological forces shaping the modern world. Ultimately, the study underscores the vital role of strategic leadership in enabling organizations to anticipate and adapt to future uncertainties through informed and proactive decision-making.

Discussion

To succeed in the changing landscape of 2025 and beyond, organizations must focus on strong leadership that demonstrates strategic foresight and effective planning. Research indicates that effective leadership is contingent upon four key areas: personal qualities, skills, management styles, and roles. These areas are crucial across three organizational levels: strategic, managerial, and human-social. Notably, experts such as Whitehead (2025) and

colleagues emphasize the vital role of strategic leadership in developing and implementing effective strategies. Additionally, utilizing dynamic capabilities is essential, enabling organizations to respond quickly to environmental changes and make informed decisions that support organizational goals during crises, all while being backed by a clear strategic plan.

An Israeli Global Company (T) decided to launch a preservative-free yellow cheese due to product innovation and achieved success. Subsequently, it introduced a series of dairy products without preservatives. However, it turned out that foods eaten by children, such as yellow cheese, must be preservative-free. In contrast, products consumed by adults, like Bulgarian cheese, are less relevant to the customer. Therefore, the move failed due to low demand in the dairy market.

This inquiry necessitates a thorough examination, underpinned by robust empirical data derived from a survey conducted collaboratively by Deloitte and the MIT Sloan

School of Management in 2018. A significant conclusion drawn from this research indicates that the digital business environment is intrinsically distinct from traditional paradigms. However, the study also identifies two critical dimensions within organizations. Firstly, while the cultivation of digital leadership is a distinguishing factor for companies, a considerable gap remains in proactive measures aimed at fostering these leaders. Secondly, the findings reveal that individuals within organizations express a pressing need for enhanced analytical skills; notably, fifty percent of participants reported receiving minimal to no institutional support in this regard (Gerald et al., 2018).

In the strategic realm, different leadership styles emerge, each playing a vital role in managing the complexities of modern organizations. Among these, the strategic visionary stands out as a leader who not only sees the big picture but also predicts upcoming trends and opportunities. Conversely, the transactional leader concentrates on completing tasks efficiently, emphasizing clear rewards and accountability. Resilient leaders show an exceptional ability to recover from setbacks, thereby fostering a culture of perseverance. Transformational leaders are especially important, as they actively inspire change and encourage innovation, rallying their teams around a shared vision.

Within the administrative domain, effective leadership is further outlined through various styles. Strategic leaders demonstrate excellence in detailed planning and organization, skillfully coordinating resources to achieve long-term goals. Transformational leaders once again take the spotlight by motivating and inspiring their teams, creating an environment filled with enthusiasm and commitment. The ability of leaders to adapt to changing circumstances is crucial in today's fast-paced world. In contrast, facilitator or instructor leaders play an essential role in fostering learning and personal growth among team members.

Shifting to the human and social aspect, the importance of relationships and team dynamics is highlighted. Leaders who are social and collaborative tend to build strong, cooperative teams by involving all members in meaningful interactions and activities. Mentorship also plays a crucial role, with leaders dedicating time to guide and support individuals, thereby encouraging their personal growth and development. Through effective coaching, leaders enhance their skills and drive overall excellence within their teams. Additionally, servant leadership emphasizes meeting the needs of team members, ensuring that each person feels valued and supported.

Empirical data show a clear shift in leadership focus from 2000 to 2016, mainly towards task-oriented approaches. However, from 2016 to 2025, a significant change occurred, with leaders placing more emphasis on human talent and well-being. This shift highlights a key reality: future organizational success will depend not only on completing tasks but also on valuing and developing human capital. Adapting to this paradigm change is essential for sustained success in today's business world. A substantial body of evidence from scholars, research organizations, academic institutions, and consulting firms supports these findings, showing a move from traditional leadership—focused on maximizing shareholder value through planning, directing, and controlling—to an agile business model that emphasizes team development, uses technology to promote sustainability, involves a wide range of stakeholders, and aims for long-term growth in a constantly changing environment.

Research limitations

It is essential to acknowledge that, although qualitative research provides detailed insights, its findings are often closely tied to specific contexts. This means that the results may not be universally applicable across all settings or populations, highlighting the limitations of generalization. Additionally, using intentional non-random sampling can introduce bias, as the chosen cases may exhibit characteristics not found in a broader population. To address these issues, future research could adopt a mixed-methods approach, combining both qualitative and quantitative data to strengthen the robustness of the findings. This would facilitate a more comprehensive understanding of strategic leadership and its influence in different contexts. Furthermore, using a larger and more diverse sample could improve the study's validity and lead to more broadly applicable conclusions.

Future Research Recommendation

The dynamic business landscape anticipated for 2025 poses substantial challenges for organizations seeking sustained success. Although current leadership theories provide some foundational insights, a considerable body of research continues to fall short in forecasting organizational success amid these evolving conditions. Notably, existing studies have frequently overlooked the integration of digital transformation and the evolving nature of remote leadership, elements that are crucial for navigating the future environment effectively. Consequently, leadership must be prioritized as a pivotal area of focus in both the preparatory phase and its subsequent stages.

This necessitates a reevaluation of the strategies employed by both researchers and practitioners in examining strategic leadership, highlighting essential qualities such as adaptability, emotional intelligence, and collaborative skills. There exists a pressing demand for empirical investigations that focus on specific talents and behaviors,

alongside an exploration of organizational cultures that foster resilience and innovation. For instance, researching environments that promote continuous learning may unveil critical strategies for effective leadership during periods of transformation (Hebron et al., 2020).

Furthermore, scholars support future research that combines cross-sectional and comparative data to clarify the important roles of strategic leadership and its development in the future. With the current lack of agreement on what defines a strategic leader, there is a crucial need to develop a more complete definition and to organize the field into an integrated framework that encourages further research (Samimi et al., 2022). By focusing discussions on real-world case studies and practical insights, the discipline can better prepare leaders to execute strategic initiatives effectively.

Conclusions

Effective strategic leadership is essential for ensuring an organization's enduring success as it encompasses informed decision-making that shapes organizational trajectory and reinforces core values. Strategic leaders exhibit a diverse array of competencies, chief among them strong communication skills that cultivate transparency and instill trust within teams. Their commitment to continuous learning enables them to assimilate new knowledge and insights, facilitating adaptability to evolving market dynamics and technological advancements.

In today's volatile and multifaceted business environment, effective strategic leaders are transitioning from legacy management paradigms to more agile methodologies. This evolution necessitates an embrace of innovation alongside an openness to disruptive concepts that enhance organizational performance. Recognizing the symbiotic relationship between leaders and followers is critical; proactive leadership not only provides guidance but also emphasizes empathy and collaboration. Furthermore, resilience has become a crucial attribute, equipping leaders to navigate challenges and setbacks while maintaining focus on future aspirations.

The situational milieu is also a pivotal element in strategic leadership. Leaders must conduct thorough assessments of external influences, including market trends, regulatory shifts, and competitive pressures, to make informed decisions that address immediate concerns while anticipating long-term challenges.

A hallmark of accomplished strategic leaders lies in their capacity to innovate and project long-term outcomes, effectively balancing short-term objectives with overarching goals. They develop strategic roadmaps that guide organizational progress while simultaneously inspiring a shared vision that galvanizes employee engagement and allegiance to the organizational mission.

Identified Trends:

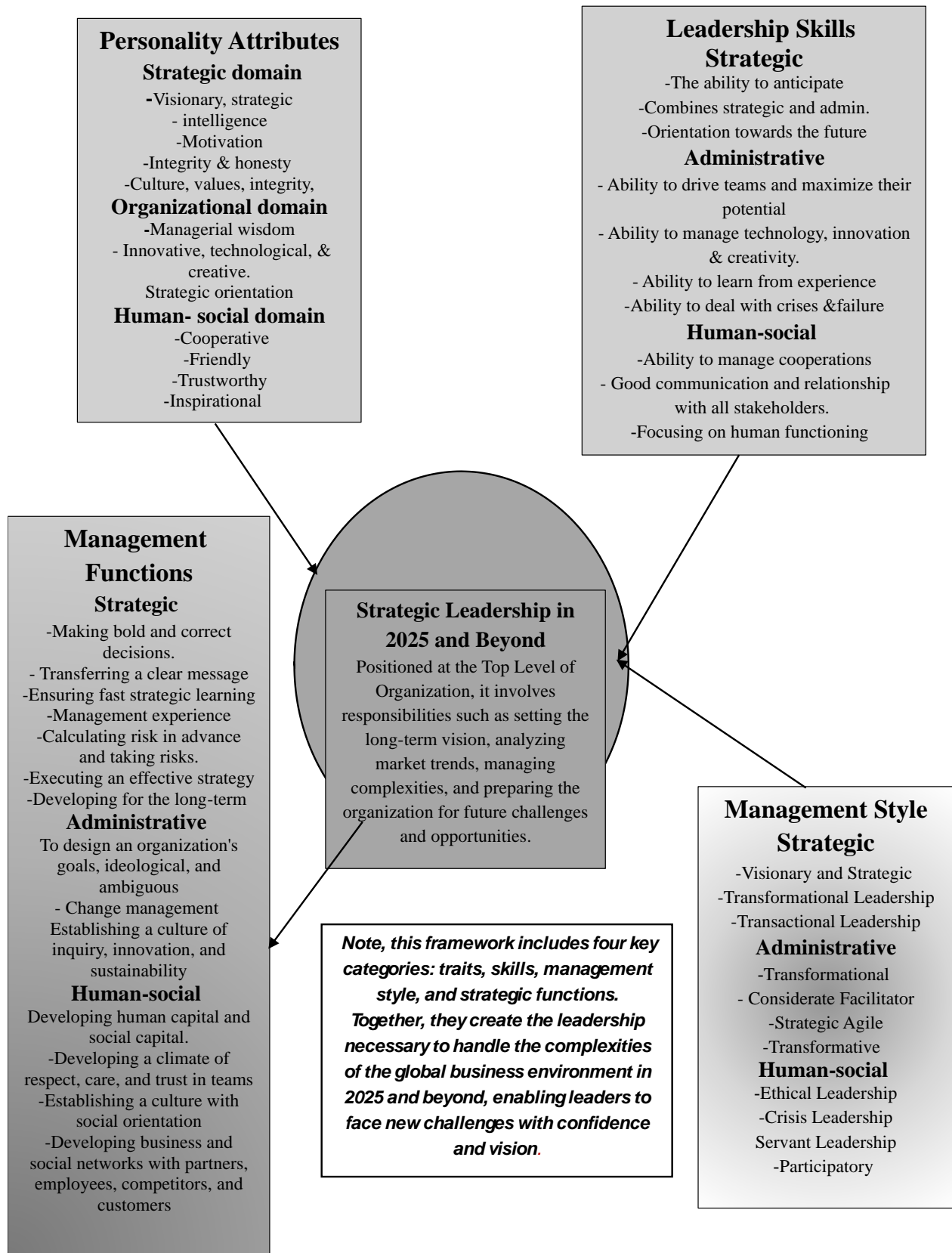Recent analyses have elucidated several salient trends that encapsulate the core of contemporary strategic leadership:

1. Evolution of Management Paradigms: The managerial landscape has significantly evolved, shifting from a primarily task-oriented approach to one focused on long-term strategic planning. This change embodies a holistic mindset that aligns organizational strengths with the complexities of today's business environment. Modern leaders must show agility and precision in responding to changing market conditions. The focus has moved away from traditional hierarchical roles toward fostering strong interpersonal relationships, creating synergistic partnerships, and supporting employee development, which helps establish a unified organizational culture. This emphasis on teamwork enhances both individual and collective growth, ultimately improving overall organizational performance.

2. A new management approach has emerged where transformative leadership is gaining notable traction in strategic administrative management. This development dates back to around 2010 and features adaptable strategies that can address organizational responses to challenges expected in 2025 and beyond. Transformative leaders focus on finding meaning in change, which persists through shifts in organizational culture, actions, and perspectives. They aim to empower individuals and teams to question the status quo and promote continuous improvement, emphasizing collaboration and critical thinking while fostering a sense of community. This approach emphasizes systematic change, encourages open dialogue, and underscores the importance of social justice and ethical principles.

3. Shift Toward Holistic Collaborative Structures: A noticeable change in how collaborative effort is perceived has emerged, driven by a leadership model called "Holistic Collaborative Structure." Based on the principles of "Stewardship Theory," this model encourages relational systems centered on interdependence and shared goals. It emphasizes the importance of interconnectedness among individuals, departments, organizations, and leadership. By building an ecosystem that supports mutual growth and innovation, organizations can leverage the collective strengths of their teams, competitors, partners, and stakeholders, thereby ensuring success in a more complex environment.

Figure 2

The Strategic Leadership framework

Personality Attributes
Strategic domain
-Visionary, strategic
- intelligence
-Motivation
-Integrity & honesty
-Culture, values, integrity,
Organizational domain
-Managerial wisdom
- Innovative, technological, &
creative.
Strategic orientation
Human- social domain
-Cooperative
-Friendly
-Trustworthy
-Inspirational

Leadership Skills
Strategic
-The ability to anticipate
-Combines strategic and admin.
-Orientation towards the future
Administrative
- Ability to drive teams and maximize their
potential
- Ability to manage technology, innovation
& creativity.
- Ability to learn from experience
-Ability to deal with crises &failure
Human-social
-Ability to manage cooperations
- Good communication and relationship
with all stakeholders.
-Focusing on human functioning

Management
Functions
Strategic
-Making bold and correct
decisions.
- Transferring a clear message
-Ensuring fast strategic learning
-Management experience
-Calculating risk in advance
and taking risks.
-Executing an effective strategy
-Developing for the long-term
Administrative
To design an organization's
goals, ideological, and
ambiguous
- Change management
Establishing a culture of
inquiry, innovation, and
sustainability
Human-social
Developing human capital and
social capital.
-Developing a climate of
respect, care, and trust in teams
-Establishing a culture with
social orientation
-Developing business and
social networks with partners,
employees, competitors, and
customers

Strategic Leadership in
2025 and Beyond
Positioned at the Top Level of
Organization, it involves
responsibilities such as setting the
long-term vision, analyzing
market trends, managing
complexities, and preparing the
organization for future challenges
and opportunities.

Note, this framework includes four key
categories: traits, skills, management
style, and strategic functions.
Together, they create the leadership
necessary to handle the complexities
of the global business environment in
2025 and beyond, enabling leaders to
face new challenges with confidence
and vision.

Management Style
Strategic
-Visionary and Strategic
-Transformational Leadership
-Transactional Leadership
Administrative
-Transformational
- Considerate Facilitator
-Strategic Agile
-Transformative
Human-social
-Ethical Leadership
-Crisis Leadership
Servant Leadership
-Participatory

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Table 5:

The Significant Challenges of 2025 and Beyond.

Serial No	The Transforming Power	Strategic Aspect for Organizations	The Literary Source
1.	Global Trading System- -US Tariffs Raise -Imports from the world's various alliances beyond China. -The US withdraws from the Paris agreement in favor of increased use of fossil fuels. - Europe is experiencing a challenging economic and political decade as	-Important for global supply chains, trade relations, and decision-making in organizations. Organizations, global players will need to consider and manage tariff changes and learn how to operate strategically in a fragmented world. - Effective strategic leadership is required to help the organization cope with rapid changes and uncertainty in the general and business environment.	**BCG (2025) and** **KPMG (2025).**

	it struggles with economic stagnation, political fragmentation, and an urgent need to boost innovation and competitiveness.		
2.	-In times of national economic crisis, various countries are trying to gain economic benefits and reduce economic vulnerability.	-The global strategies of organizations are becoming increasingly complex, investor uncertainty is on the rise, and national regulations are becoming more restrictive for companies, in light of heightened government involvement in the country's economy. The company's financial management is likely to experience some confusion.	**BCG (2025) and** **KPMG (2025).**
3.	-Regional armed conflicts in Gaza, Ukraine, India, and Pakistan, -Global cyber offensive activity.	Potential disruptions in global supply chains, global operations, energy, security, and a more complex regulatory environment.	**BCG (2025) and** **KPMG (2025).**
4.	-Polarized Population and distrust in governments.	-Threatens businesses and organizations, especially those operating in highly regulated environments—impact on consumer behavior, policy decisions, and workforce dynamics.	**BCG (2025).**
5.	-The technological race for leadership in the international market is intensifying, with AI technology, Quantum computers, Big Data, and the semiconductor industry competition.	-Direct impact on the strategic decision-making process in organizations. -Knowledge management, strategic innovation management, and competition are essential for attaining a lasting competitive advantage.	**Trub (2021).** **Kuma et al., (2025)** **KPMG (2025)** **Kalman (2017) Katakhada (2025).**

		-Entire industries are expected to undergo profound and widespread changes.	
6.	-Ongoing international pressure on climate policy and environmental preservation. -A viable economy and energy sector, along with the development of low-carbon technologies and their associated technological supply chains, will continue to evolve.	Businesses need to manage the costs of gas, geothermal, coal, and nuclear energy while also utilizing renewable sources, such as solar and wind.	**BCG (2025).**
7.	-Changes in RFID manufacturing processes and tracking KPIS in Smart Companies, CPS monitors, and IOS. (Refer to Attachment 1).	-Support an agile environment, to drive innovation by creating value through digitization, and to establish new ways of communication and collaboration.	**Guzman et al. (2020)**
8.	-Several economies of the BRIC countries are likely to become the most significant contributors to the global economy, providing both natural resources and products.	-Companies will have to be more innovative and more entrepreneurial in manufacturing and producing products.	**Hitt et al. (2010).**
9.	-Profound changes in the business landscape due to globalization, demographic and social trends, and changes in the organization of work processes.	-There is an urgent need for leadership to reassess management style and tactics to adapt to the changes.	**KPMG (2025) and** **Odhiambo et al. (2022)**
10.	1. The socio-economic environment is changing rapidly, accompanied by conditions of uncertainty and continuous processes of permanent change.	1. Capabilities aimed at creating a strategic framework for the organization's adaptation, by rapid response. Therefore, an adaptive style is required for a leader, an integrated approach of strategy, tactics, and coaching elements. 2. Making strategic decisions to promote ongoing growth and	**Buryk (2025)**

		long-term stability, establishing goals and strategies to reach them, encouraging interpersonal communication, and having a capable leader present. 3. Expecting leadership to be creative, with intellectual abilities, knowledge, and the ability to motivate employees.	
	2. Global crises, health, economic, climate change, and military conflicts. 3. Changes in employees' attitudes toward the managerial style of the workplace. The expectation is for management to focus on motivation, recognition, personal development, and mentoring.		
11	-The emergence of global disruptions caused by AI and the Pandemic exposes vulnerabilities, fundamentally redefines workplace expectations, and tests the organization's resilience.	-Leadership must become more agile, able to navigate rapid changes, and have a sub-strategy that promotes innovation, growth, and authentic human connections.	**DDI, 2025**
12	-The business landscape demands more from leaders, and organizations are increasingly dependent on them. Their roles have become more demanding and complex.	- Organizations must invest in and support manager development to enhance their effectiveness and retain managers both personally and professionally, thereby strengthening the organization's resilience.	**Neal et al.2025**

Attachment 1:

"Clarification regarding Section 7 of Transforming Power."

The text refers to several concepts within the context of modern technology and manufacturing, with a particular focus on RFID (Radio Frequency Identification) systems, key performance indicators (KPIs), and innovative companies.

1. Changes in RFID Manufacturing Processes. RFID technology is commonly used for tracking and managing inventory. Changes in manufacturing processes may involve advancements in the production or integration of RFID tags and readers into supply chain systems.

Innovations could lead to improved efficiency, cost reductions, or enhanced functionality, such as better-read ranges or the ability to track more items simultaneously.

2. Tracking KPIs in Smart Companies: Key Performance

Indicators (KPIs) are metrics used to evaluate the success of an organization or a particular activity. In innovative companies—those utilizing advanced technologies like the Internet of Things (IoT) and data analytics—tracking KPIs often involves real-time data collection and analysis facilitated by RFID systems.

This enhances decision-making and operational

efficiency.

3. CPS Monitors: CPS (Cyber-Physical Systems) refer to integrations of computational algorithms with physical processes. In the context of RFID, CPS monitors could track equipment or processes that use RFID technology, ensuring that data from the physical world is accurately represented in the digital realm. This monitoring helps optimize operations, improve safety, and ensure quality control.

4. iOS/IOS: This term may refer to the Internet of Services, which involves providing services over the Internet, or it could also pertain to Apple's iOS. In the context of RFID and innovative companies, it typically refers to systems or applications that manage RFID data or integrate with business processes. IOS can enhance the utility of RFID by making information accessible through various digital platforms.

Overall, the text describes the evolving landscape of RFID technology within innovative companies, emphasizing improved manufacturing processes, performance tracking, and integration with cyber-physical systems. These advancements lead to improved efficiency, accuracy, and resource management in a digitalized environment.