

Student Name:Edlira Taipi

Student ID:6228/634894

**Programme/ Qualification Title: Diploma in Strategic Management
and Leadership**

Qualification code: Level 8

**Unit Title: Personal Leadership Development as a Strategic
Managers**

Unit Code: Unit 801

Session Date:

Declaration of Originality:

Table of Contents

| | |
|--|----|
| Task 1:..... | 3 |
| 1.1 The needs, goals and aspirations of organisations and people involved in international organisational strategy..... | 3 |
| 1.2 The strategic skills required of a leader to achieve identified strategic leadership ambitions | 5 |
| 1.3 The relationship between existing, required and future skills to achieve the identified strategic leadership ambitions..... | 7 |
| Task 2: | 8 |
| 2.1 The opportunities to achieve strategic leadership development | 8 |
| 2.2 Personal development plan to achieve strategic leadership development | 9 |
| 2.3 Implementation process for the development plan..... | 11 |
| Task 3: | 12 |
| 3.1 The achievement of outcomes of the plan against strategic needs..... | 12 |
| 3.2 The impact of the achievement of objectives on strategic leadership ambitions | 13 |
| 3.3 Review and update the leadership development plan..... | 14 |
| Task 4: | 15 |
| 4.1 The extent to which the strategic needs of organisations involved in international organisational strategy are met from existing resources | 15 |
| 4.2 Proposals to develop the strategic leadership resource | 16 |
| 4.3 The effectiveness of strategic leadership development in achieving advancement of professional leadership practices in organisations | 17 |
| Reference list | 19 |

Task 1:

1.1 The needs, goals and aspirations of organisations and people involved in international organisational strategy

As the multifaceted global retailer Tesco Plc, the company is situated in a rather challenging global environment where its business strategies depend on the requirements of numerous powerful stakeholders. Organisational goals consist of market penetration, company profitability, increasing company productivity, and raising Tesco's global reputation. These objectives are affected by several macro-environmental factors which include social, technological, economic, environmental or political factors that affect its international business segments.

In its global business development plan, Tesco plans to constantly modify its range according to national elapsedTime while in other key points of accordance with its beliefs in delivering quality customer service. This imperative requires coordination of the headquarters with its local subsidiaries especially in geographically different areas like Asia Pacific and Central Europe (Krummel, 2022). One of the key drivers of organisational requirements is the decentralised decision making at local sites whilst having top level alignment. This leads to a situation where decentralised responsibility is sought and at the same time centralised authority is maintained.

Given operatives' perception of goals from the leader's, employees, and strategic partners viewpoints, goals are defined by career advancement, diversity and inclusion, as well as organizational culture and purpose. Today's leaders face another dual tension – strategic actions on the global level versus their operational implementation at the local level which accommodation demands the culturally sophisticated, ethical and the emotionally strong leader (Ferne, 2023). As far as employees' concerns are expected, they are pursuing their professional growth and fair recognition within the roles that they take, especially in the operative systems of civilizations that are not translated into the Anglo-American management model. Thus, the accommodation of orientation or Weltanschauung of the culture to Tesco strategy is important for both, trust and operations.

In addition, customers, governments, local communities, and other external parties anticipate more ethical behaviour, sustainability, and patronage to local businesses. Their plans are to provide a big challenge to Tesco i.e. Global Profitability along with Social Accountability (Krummel, 2022).

A good international strategy therefore requires addressing and reconciling such different motives and beliefs among these various actors. This is crucial for Tesco, for it to remain a valuable retail company in a constantly shifting world markets.

| STEEPV Factor | Key Considerations for Tesco Plc |
|---------------|--|
| Social | <ul style="list-style-type: none"> • Changing consumer lifestyles and preferences across regions • Demand for healthier, organic, and sustainable products • Cultural diversity and local customs influencing product offerings and marketing |
| Technological | <ul style="list-style-type: none"> • Integration of AI, big data, and automation in supply chains • Cybersecurity and data protection regulations in different countries • E-commerce growth and the need for digital transformation |
| Economic | <ul style="list-style-type: none"> • Exchange rate fluctuations and inflation impacting costs • Global economic instability affecting consumer confidence and spending • Varying income levels influencing purchasing power in global markets |
| Environmental | <ul style="list-style-type: none"> • Pressure to reduce carbon footprint and manage waste • Growing consumer and regulatory demand for sustainable sourcing • Climate change regulations impacting supply chain practices |

| | |
|-----------|---|
| Political | <ul style="list-style-type: none"> • Trade agreements, tariffs, and international regulatory compliance • Brexit implications on supply chain and market access in Europe • Political instability and government policies affecting operations |
| Values | <ul style="list-style-type: none"> • Rising emphasis on corporate social responsibility and ethical sourcing • Transparency and fair labour practices expected by stakeholders • Local beliefs and cultural expectations influencing brand trust |

Table 1: STEEPV Factors

(Source: Self-created)

1.2 The strategic skills required of a leader to achieve identified strategic leadership ambitions

For Tesco Plc to achieve the company's strategic leadership aim, there is a need to acquire the following strategic leadership skills:

a. Cultural Intelligence and Adaptability

Tesco established its operations in different parts of the world with different customers' tastes and preferences. When implementing the strategies and solutions within a country, the leaders must take time to review cultural systems and practices of the country as well as the business environment to develop working strategies, but they should do this without compromising the overall corporate strategy (Gilli *et al.*, 2024). This requires one to be socially aware, constantly paying attention to the market trends, and the behaviour of the buyers in various markets.

b. Visionary Thinking and Long-Term Planning

Strategic thinkers and leaders must be capable of thinking of what is next for Tesco's global operations and developing long-term objectives that can cohesively guide the company and its expansion based on its values as well as future market conditions and trends (Santos *et al.*, 2021). Strategic foresight helps leaders to envision, consider and even forecast circumstances as they are likely to affect Tesco and so make appropriate decisions about the future of the firm.

c. Cross-Cultural Communication

Communication is a critical factor when it comes to the actualisation of organisational goals, more especially in multicultural workplace environments. This entails converting organizational strategies into operational frameworks at the local level and providing a platform where feedback may be given, and people may work together (Engelsberger *et al.*, 2022). Leaders have to overcome barriers that are occasioned by geographical locations as well as the culture of the two entities in question.

d. Decisiveness and Risk Management

The expansion worldwide as well as market penetration is always associated with certain dangers. While assessing the goals and objectives, the leaders should be able to take informed decisions about the new markets in terms of the benefits that it offers versus the cost of entering into new markets exposing themselves to volatility factors, political risks, and competition.

e. Stakeholder Management

It is critical for the leaders at Tesco to address and maintain good relations with employees directly as well as customers, suppliers, communities, and governments (Tegor *et al.*, 2023). To strengthen the understanding, strategic leadership entails making sure that these groups have diverse expectations on the organization and how these can be aligned to Tesco goals within beneficial long runs partnership.

f. Innovation and Technology Integration

As far as the trends in the field of retail are concerned, it is imperative for the leaders to set up new strategies, fundamentally with emphasis in the technological sector, in order to remain competitive. This entails the management of operations as an organisation adapts to the new technological

prowess by adopting and/or incorporating advanced data analytics, the adoption of knowledgeable AI and/or the automation of some services (Santos *et al.*, 2021).

These competencies help leadership to steer Tesco to achieve its internationalization and sustainability agendas without compromising the firm's relationships with its stakeholders nor its operations.

1.3 The relationship between existing, required and future skills to achieve the identified strategic leadership ambitions

In order to observe the nature of these skills in relation to Tesco Plc's strategic leadership plans, three categories of skills have been developed: existing skills, required skills, and future skills.

The existing skills include operational experience, knowledge of financial controls, global supply chain, and management experience (Wong *et al.*, 2023). These skills have benefit Tesco a great deal in sustaining a competitive edge in the market and functional effectiveness. However, these skills should be supported with other necessary skills that appear as Tesco move further into new international markets that are; cultural knowledge, cross-cultural leadership, and advanced technological savvy. Finally, leaders need to tailor Tesco's portfolio of products and services for different cultures and regulations as well as utilize new technologies for improving the experience of the client and organization's productivity.

Looking towards the future skills, the leaders will have to embrace dynamic environment, working remotely and changing consumer behaviour. As the role of technology and sustainability continues to influences the trend of the retail industry, leadership at Tesco in the future will need to work on such competencies as innovation, big data, and ESG (Vera *et al.*, 2022). In this way, it is clear that arrangement of current, essential and future skills enables protection and sustainability of Tesco's competitiveness on the global market.

Task 2:

2.1 The opportunities to achieve strategic leadership development

Tesco Plc is operating in a dynamic environment in the international market and the overall activity provides for vast scope of leadership opportunities at the strategic level. The first one is the ***need for cross-border assignments and the practice of international projects*** that make leaders sensitive to the cultural, regulatory, and market differences. Such education creates cultural awareness, strategic flexibility, and problem-solving skills in a multicultural environment, which are invaluable assets in leadership.

Another potential is the chance to establish ***fact-based and practice-based leadership development initiatives and frameworks***. Some of the interventions in leadership development area are: executive education, variation of which should cover The Many Sides of Sustainability; the mentorship schemes; and the leadership academies specialising in leadership in areas of digital transformation and innovation (Höglund *et al.*, 2021). Since these movements assist the leaders in possessing the capabilities which are in compliance to the future strategic plan or hypothesized model.

Technological advancements provide further opportunities. Business communication technology platforms used to foster collaboration and learning provides Tesco's leaders with opportunities to learn continuously across places in the business. This also helps to develop the skills of contextually appropriate remote leadership and improves the potentiality for managing virtual teams, a condition that is becoming increasingly common especially in today's global business (Lasserre and Monteiro, 2022).

Green, healthy, and sustainable development can also be drawn from partnerships with various institutions and scholars from Universities, think tanks, and industry gurus. These work allow a leader to see macro-processes, including change in customer preferences and concerns or new laws and regulations affecting the environment, and incorporate them into the firm's strategy (McCauley and Palus, 2021).

Thus, ***internal mobility and lateral movement*** can be deemed as a practical solution for leadership development exposure. Internal rotation motivates employees with high potential to transfer from

one department or geographic location to another, this fosters enterprise-wide perspective (Henry, 2021).

Overall, the firm can use feedback from the stakeholders as well as performance analysis in formulating training programs for the employees. This way coupled with leadership development matches the personal and organisational objective, goal and vision. By developing talent through these various opportunities, Tesco can create a robust talent management framework that can support the company's strategic objectives of innovation, increased competitiveness, and intelligent and sustainable growth in an evolving global market.

2.2 Personal development plan to achieve strategic leadership development

Based on the analysis of the results of the Emotional Intelligence Test, I got a 69/100 which puts me in the high level of Emotional Intelligence and therefore I do believe that there is a good basis for the further personal and professional development of a strategic leader. Thus, the emotional intelligence is essential while working with multicultural teams, decision making and building trust which are essential while operating in a global environment as Tesco Plc does.

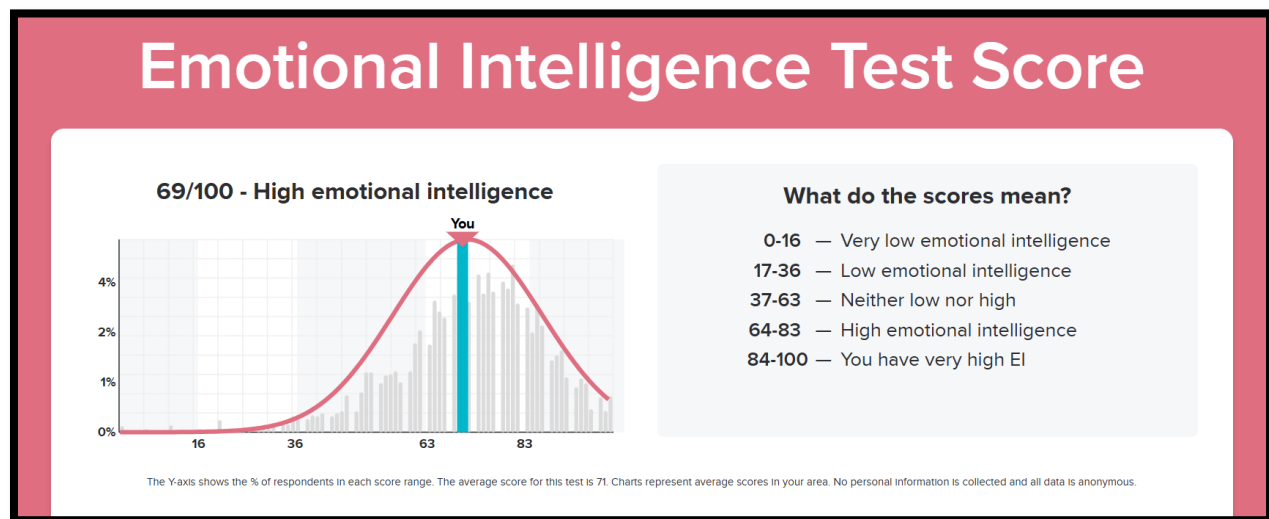


Figure 1: Emotional Intelligence Test Score

(Source: <https://www.psychologytoday.com/us/tests/personality/emotional-intelligence-test/results>)

1. Self-Awareness and Reflection

In this respect, I will enhance my capabilities of self-reflection and will jot down notes daily. This then means that through awareness of possible reactions during such events or when I am in situations that are culturally sensitive, I am better placed to control the reactions that am likely to have. This will assist me in exercising the virtue of empathy that will aid me in being a good leader when managing groups of people from different parts of the world.

2. Enhancing Strategic and Business Skills

In order to further enhance my technical and strategic experience and knowledge, I plan to participate in the leadership development programme called ***“International+Strategy+Innovation”***; I also believe that it is essential to introduce ESG principles to the company. I will also attend workshops and online courses that will assist me in deciphering, inter alia, global challenges including sustainability and geopolitical risk.

3. Gaining Cross-Functional Experience

I will endeavor to also ensure that I secure a position that will allow me to undertake some projects that involve interaction with other departments or international operations within Tesco. This will help me to broaden my knowledge and experience in supply chain, customers requirements, and regulation differences worldwide. I also need to build more effective remote leadership skills which are in high demand due to the increasing use of remote work environment in the global world.

4. Learning from Mentors and Networks

Thus, I want to mentor senior leaders and professionals of Tesco company as well as other organizations. It can be useful for my path and open me to various kinds of leadership approaches. I also intend to be more involved in pertinent strategic forums and leadership groups and networks.

5. Seeking Regular Feedback

For monitoring, I will seek feedback from my subordinates, peers, superiors/ managers and clients at least once or twice per year. This will also assist me in identifying areas of strength and areas of weakness, seven make certain that I fit in the leadership position that Tesco is likely to require in the future.

Thus, I think that following this development plan, I will be ready to lead from above and work effectively within the international environment with reference to my personal values and goals.

2.3 Implementation process for the development plan

For my personal development plan for strategic leadership I will adopt a systematic approach that consists of four steps including Assessment, Planning, Execution, and Evaluation.

Assessment (Month 1):

I will start by issuing an emotional self-check using the recently accomplished self-assessment tool as well as the opinions of supervisors and coworkers. This will ensure that my strengths archive is strengthened while pointing out the weaknesses that I have.

Planning (Month 2):

As a result of the assessment, I will proceed and develop a timeline of activities as well as SMART goals. For instance, to utilize this goal, I will strive to finish an leadership course in not more than six months while engaging in at least one cross functional project per year.

Execution (Months 3–12):

This is why I will join leadership and strategy development programmes which may be offered by Tesco or from other firms. I shall also look for a mentor to emulate, engage in leadership forums at least once per quarter all the while keeping record of my learning through the journals.

Evaluation (Every 6 Months):

I will also set timeframe for secondary meetings as 360-degree feedback and one – on – one meeting with my mentor/manager to assess personal development. With reference to the mentioned feedback, changes will be made to my plan to ensure that it is in accordance with the Tesco strategic directions and my career aspirations.

This systematic and consistent practice will help me maintain discipline and flexibility as well as continually progress towards the leadership position.

Task 3:

3.1 The achievement of outcomes of the plan against strategic needs

The personal development plan was well developed within the context of the deliberate strategic planning of Tesco which is in rationale to the RBV of the firm. Outsourcing of work focus on developing internal strengths and assets such as leadership skills, emotional intelligence, and strategic management skills as the source of competitive edge (Lubis, 2022). With regards to the proposed plan, the major goals that have already been launched include involvement in leadership development programmes, seeking for a mentor and engagement in cross functional projects.

An analysis of the results shows an increase of competencies that gives credence to the claim that strategies are created towards establishing strategic leadership. For instance, the increase in the overall score for the emotional intelligence test to 69/100 (high) shows positive interpersonal and self-awareness competence – components of strategic management. A number of KPIs that serve to underpin these outcomes include 360-degree feedback conducted on a regular basis, leadership assessments, and reflective learning logs (McCauley and Palus, 2021). Nevertheless, the gap analysis of such competencies reveals that communication and team leadership competencies have raised though there is still a gap in the strategic influence and enterprise level risk understanding as among the competencies that require development.

Some factors have also affected goal implementation, including problems in the availability of leadership projects caused by restructuring and changes in strategic priorities. The areas of focus include issues such as frequent mentoring with leaders, leadership forums, and the need to realign with Tesco's strategy in the light of changes within the organisational environment brought about by emerging STEEPV factors such as technology and sustainability that require flexibility and creativity in leadership (Grant, 2024).

However, the organisational context should be discussed again. The current structural development puts Tesco in a position where transformational leadership is rising in demand in order to deliver innovation on the top of the best performance (Hai *et al.*, 2021). As such, the leadership development plan needs to be updated based on such strategy changes as digital literacy and change management.

However, the progress has been made and it is seen that to remain successful in the context of dynamic organisational and sectoral change, there is a need to proceed systematically, but with certain flexibility for the long term Tesco's leadership development.

3.2 The impact of the achievement of objectives on strategic leadership ambitions

Some of the outcomes underpinning the personal development plan have the measurable effect on the advancement of the goals relating to strategic leadership. Crucially, the development of such business emotion intelligence and communication skills has improved on the overall empathy, cooperation and the establishment of trust in multi-disciplinary teams, all of which are critical in the achievement of leadership through influence across departments (Van Tulder *et al.*, 2021). This has been beneficial in enhancing the cohesiveness of the teams, the morale, the delegation and conflict management in the undertaking.

Besides, leadership training and group reflexivity have had additional positive impacts on the assessment of context and situation proactivity. These skills are particularly important in anticipating future occurrences in the market while ensuring that all the team's work will be aimed at achieving the overall company's objectives (de Araujo *et al.*, 2021). Another development has happened to the content of the cognitive competencies, namely, decision making for ethical purposes, which fosters a high-performance, people-oriented approach to leadership.

Interdepartmental activities have increased the coverage of various operations that have given a wider vision towards strategic operations. This has upgraded the scope of leadership from the functional level and allowed to make valuable inputs in enterprise level endeavours. Hence the outcomes related to development have helped to link the operational management with the strategic leadership (AlNuaimi *et al.*, 2022). In general, the achievement of these objectives provides a solid ground for progression towards future leadership positions that demand vision, flexibility, and skills in managing change in line with the organisation's goals.

The leadership competence in strategic management intervention generally requires the main objectives to coincide with the organisation's objective, aptitude, and vision. Exploiting the application of the *transformational leadership theory* can increase motivation as well as innovation since the followers will be challenged to rise to the set standards (Greimel *et al.*, 2023). To this end, leaders who adopt this process are dedicated to the achievement of a collective goal,

delegation of work, and constant innovation. Through effective communication, flexibility and Situation aDaptation, leaders are in a position to foster change and guarantee that objectives are delivered in accordance with the goals of the strategic vision.

3.3 Review and update the leadership development plan

a. Leadership Style and Effectiveness

The current leadership development plan pays more attention to the development of transformational leadership competencies. However, it may be noted that this style works well in enhancing innovation and delegation of authority to the subordinates and should be combined with other styles. For instance, as applied in the situational leadership theory, it can yield the kind of flexibility to meet different team requirements and needs of projects. The use of multiple leadership styles will enable development of a comprehensive approach, making the implementation to be more effective in various environments.

b. Communication and Influence

One of the major advantages of this plan is that it directs efforts on the communication skills as they are crucial when dealing with people and getting them to work towards the intended goals. However, it is crucial to expand upon fundamental principles of verbal and written communication (Erhan *et al.*, 2022). It is also important that leaders be attentive, contain conflict solving abilities and being able to persuade. Emotional intelligence may be learned, and that makes it possible for the leaders to apply the specific training on interpersonal relationship as well as on decision making.

c. Adaptability and Innovation

Although the elements of change management are covered in the plan, more focus should be given to the development of the leadership resilience. In the present world climate where businesses are evolving faster than ever, the contingency, innovation, and adaptation become key (Madi Odeh *et al.*, 2022). A clearer call for leaders to manage failure and improvement as a positive process rather than a negative reaction should be brought out in the development plan.

d. Mentorship and Feedback

The plan consolidates things such as mentorship which are important in growing the organization. However, to avoid this, the learning should have feedback mechanism from peer, subordinates, and supervisors to enhance continuous growth (Porfírio *et al.*, 2021). Regular and formally set feedback will assist in identifying the areas that need to be worked on and help improve on self-awareness which is an important aspect of leadership.

e. Goal Alignment and Measurement

Lastly, the plan needs to have stated clear objectives that are quantifiable in relation to the organisational goals. Leadership performance will be monitored periodically to ascertain whether or not the leadership development plan is meeting the desired goals and objectives.

Task 4:

4.1 The extent to which the strategic needs of organisations involved iinternational organisational strategy are met from existing resources

Strategic resources and scope of needs are the two major defining factors in the decision making of international organisational strategy, while matching the two is very complicated. It is often seen that many global organizations try to grow within structure, capabilities, and technologies as are being used currently and leads to pressure and unsustainability that is more evident while working within multiple regulatory frameworks in different countries.

Analyzing the *Stafford Beer's Viable Systems Model (VSM)*, it becomes clear that in order to be viable on the international level an organisation has to have subsystems that are able to act and respond independently as well as remain connected to the rest of the system. However, few organisations have been able to achieve this balance (Espinosa, 2025). For instance, in a centralised system, decision-making is carried out in advanced central centres and makes it difficult to respond to the situation on the ground hence compromising on viability. Since there is no decentralised control and feedback systems available to provide real time sense and respond to international operations, the fluctuations in the international market can be observed.

The *Ross Ashby's Law of Requisite Variety* continues from this by putting it that only complexity can control complexity. This last factor in an international context would imply that the internal

workings of an organisation, the management structure as well as how resources are allocated, must be as diverse and fluid as the environments in which the organisations function (Kijima, 2022). However, organisations continue to invest less than required in building the diverse capabilities of the employee or designer in different regions of the globe, thereby providing strategic inertia and operational agility in global organisations.

Hence, the existing resources might provide support for the core business mission, yet, they are often insufficient to address the requirements of internationalisation. Strategic fulfilment also entails extending current resources not only local structures, dynamic capabilities, and feedback mechanisms. Organisations that implement the principles of VSM and requisite variety have better fulfilling satisfying the international strategic requirements of the organisations sustainably and responsively.

4.2 Proposals to develop the strategic leadership resource

The development plan to promote functional, outcome-based, and scenario development strategic leadership is presented below. This plan supports leadership development with the changing needs for international and the inter-organisational change management.

1. Functional Proposal: Structured Leadership Development Framework

A competency-based training program should be introduced, especially in the key competencies area like systems thinking, change management, and cross-cultural intelligence. Other functional areas such as the financial, operational, and the innovation management should also be included within the training modules to eliminate any functional area insularity (Day *et al.*, 2021). In addition, the best approaches to leadership development are through the implementation of the mentorship programs and the application of the rotational leadership assignments as this leads to the practical learning process.

2. Outcomes-Based Requirement: Performance-Linked Leadership KPIs

Evaluation of strategic leaders should be carried out according to the set outcomes, such as attaining international performance goals and objectives, stakeholder management, and achieving sustainable management. Hence, agility, resilience, and innovation capacity should reflect some of the Leadership KPIs to be in sync with the long-term strategic objectives (Ulhaq and

Febriansyah, 2023). Strategic feedback systems such as 360-degree appraisals and utilization of balanced scorecards will help in the ongoing improvement activities and delegation of responsibility.

3. Scenario-Based Development: Adaptive Leadership for Strategic Events

Leadership development should be such a way that one is equipped to handle issues like mergers, acquisitions, and strategic partnerships. Where possible, implementing scenario planning and crisis exercises is highly recommended usually as a way of training the staff on relevant responsiveness and critical decision making (London, 2023). For instance, whenever two organizations are merging, the leaders involved are required to handle matters related to culture and strategy. Therefore, skills in negotiation, emotion, and conflict are crucial skills that individuals in these positions should possess.

Thus, strategic leadership development is a complex process that needs to involve structured development of the core competencies and behavior patterns, performance assessments, as well as scenario-specific training. This also prepares leaders for change in complex global environments as well as brings executive and macro organisational human capital management into par with the long-term organisational strategic development.

4.3 The effectiveness of strategic leadership development in achieving advancement of professional leadership practices in organisations

Leadership development is a strategic process in enhancing professional leadership practices and promoting leadership ideas within a long-term vision, thinking, as well as innovation. The challenge can be illustrated with the example of the Unilever Company – a global manufacturer of consumer goods, which orientation on development of leaders as the part of the strategic management objectives to solve the problems of global character and guarantees sustainable development.

The idea of Unilever’s “Leadership Growth Profile” is the learning that focuses on purpose, ethical dilemmas, and cross functional skill. Such an approach has helped leaders to address challenges such as climate change, emergence of digital disruption and changing consumers’ trends (Unilever, 2025). In this case, Unilever has been able to continue with expansion in the global market with

good employees engagement on sustainability leadership. Researches reveal that such companies as Unilever work on the link between leadership development and strategic management, experiencing a positive boost in such areas as financial performance and talents' turnover.

Nationally, a similar example is the case of the “NHS Leadership Academy” in the UK that offers programmes that facilitate thinking of the system, collaboration, and value based leadership all in an effort to enhance professional practices in a vastly large and highly complicated environment and dimensioned by increasing scarcity of resources (Leadershipacademy.nhs.uk, 2025). For instance, Google and Tata Consultancy Services have leadership academies and scenario-based learning all over the world to dilute disaster risks.

Nonetheless, all the organisations do not have the same level of impact. Most leadership development interventions are said to lack relevance, conceptual, and or rhetoric. In addition, strategic leadership development is most effective when integrated, individualized, and based on a learning organization. Overall, strategic leadership approach strengthens professional practices substantially if it is implemented with clear intent and integrity, and it depends on organisational endorsement, contextualisation and continuous improvement assessments. Therefore, there is need to ensure that it is integrated into the main business process to benefit from it fully.

Reference list

- AlNuaimi, B.K., Singh, S.K., Ren, S., Budhwar, P. and Vorobyev, D., 2022. Mastering digital transformation: The nexus between leadership, agility, and digital strategy. *Journal of Business Research*, 145, pp.636-648.
- Arekrans, J., Ritzén, S. and Laurenti, R., 2023. The role of radical innovation in circular strategy deployment. *Business Strategy and the Environment*, 32(3), pp.1085-1105.
- Day, D.V., Riggio, R.E., Tan, S.J. and Conger, J.A., 2021. Advancing the science of 21st-century leadership development: Theory, research, and practice. *The Leadership Quarterly*, 32(5), p.101557.
- de Araujo, L.M., Priadana, S., Paramarta, V. and Sunarsi, D., 2021. Digital leadership in business organizations. *International Journal of Educational Administration, Management, and Leadership*, pp.45-56.
- Engelsberger, A., Cavanagh, J., Bartram, T. and Halvorsen, B., 2022. Multicultural skills in open innovation: relational leadership enabling knowledge sourcing and sharing. *Personnel Review*, 51(3), pp.980-1002.
- Erhan, T., Uzunbacak, H.H. and Aydin, E., 2022. From conventional to digital leadership: exploring digitalization of leadership and innovative work behavior. *Management Research Review*, 45(11), pp.1524-1543.
- Espinosa, A., 2025. Revisiting the Viable System Model as an emancipatory systems approach. *Systems Research and Behavioral Science*.
- Fernie, J., 2023. The internationalization of the retail supply chain. In *Logistics And Retail Management insights Into Current Practice And Trends From Leading Experts* (pp. 47-65). CRC Press.
- Gilli, K., Lettner, N. and Guettel, W., 2024. The future of leadership: new digital skills or old analog virtues?. *Journal of Business Strategy*, 45(1), pp.10-16.
- Grant, R.M., 2024. *Contemporary strategy analysis*. John Wiley & Sons.

Greimel, N.S., Kanbach, D.K. and Chelaru, M., 2023. Virtual teams and transformational leadership: An integrative literature review and avenues for further research. *Journal of Innovation & Knowledge*, 8(2), p.100351.

Hai, T.N., Van, Q.N. and Thi Tuyet, M.N., 2021. Digital transformation: Opportunities and challenges for leaders in the emerging countries in response to COVID-19 pandemic. *Emerging Science Journal*, 5(1), pp.21-36.

Henry, A., 2021. *Understanding strategic management*. Oxford University Press.

Höglund, L., Mårtensson, M. and Thomson, K., 2021. Strategic management, management control practices and public value creation: the strategic triangle in the Swedish public sector. *Accounting, Auditing & Accountability Journal*, 34(7), pp.1608-1634.

Kijima, K., 2022. Generalization of Law of Requisite Variety. In *Systems Research I: Essays in Honor of Yasuhiko Takahara on Systems Theory and Modeling* (pp. 27-46). Singapore: Springer Nature Singapore.

Krummel, D., 2022. Expansion in the Retail Sector—Market Entry Strategies in Consideration of Formal and Informal Institutions: A Tesco Case Study. *Open Access Library Journal*, 9(2), pp.1-19.

Lasserre, P. and Monteiro, F., 2022. *Global strategic management*. Bloomsbury Publishing.

Leadershipacademy.nhs.uk, 2025, *Develop your career connect with peers grow as a leader*, Available at: <https://www.leadershipacademy.nhs.uk/> [Accessed on 14th April 2025]

London, M., 2023. Causes and consequences of adaptive leadership: A model of leaders' rapid responses to unexpected events. *Psychology of leaders and leadership*, 26(1), p.22.

Lubis, N.W., 2022. Resource based view (RBV) in improving company strategic capacity. *Research Horizon*, 2(6), pp.587-596.

Madi Odeh, R.B., Obeidat, B.Y., Jaradat, M.O., Masa'deh, R.E. and Alshurideh, M.T., 2023. The transformational leadership role in achieving organizational resilience through adaptive cultures:

the case of Dubai service sector. *International Journal of Productivity and Performance Management*, 72(2), pp.440-468.

McCauley, C.D. and Palus, C.J., 2021. Developing the theory and practice of leadership development: A relational view. *The Leadership Quarterly*, 32(5), p.101456.

Porfírio, J.A., Carrilho, T., Felício, J.A. and Jardim, J., 2021. Leadership characteristics and digital transformation. *Journal of Business Research*, 124, pp.610-619.

Santos, G., Sá, J.C., Félix, M.J., Barreto, L., Carvalho, F., Doiro, M., Zgodavová, K. and Stefanović, M., 2021. New needed quality management skills for quality managers 4.0. *Sustainability*, 13(11), p.6149.

Tegor, T., Johannes, J., Jaya, R.I.K. and Thasimmim, S.N., 2023. Skill, Transformational Leadership, And Competitiveness: Relationships In A Love Triangle. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, 7(2), pp.422-434.

Ulhaq, F. and Febriansyah, H., 2023. Improve employee key performance indicator through establishment of high performing team model (Case study: TNP). *International Journal of Current Science Research and Review*, 6, pp.6092-6100.

Unilever, 2025, *Our leadership*, Available at: <https://www.unilever.com/our-company/our-leadership/> [Accessed on 14th April 2025]

Van Tulder, R., Rodrigues, S.B., Mirza, H. and Sexsmith, K., 2021. The UN's sustainable development goals: Can multinational enterprises lead the decade of action?. *Journal of International Business Policy*, 4(1), p.1.

Vera, D., Bonardi, J.P., Hitt, M.A. and Withers, M.C., 2022. Extending the boundaries of strategic leadership research. *The leadership quarterly*, 33(3), p.101617.

Wong, L., Gerras, S., Kidd, W., Pricone, R. and Swengros, R., 2022. *Strategic leadership competencies*. Strategic Studies Institute of the US Army War College.