

The Oxford Handbook of Leadership

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A Five-Dimensional Integrated Framework of Strategic Leadership: Application to the Emerging Markets and Implications for the Industrial Markets

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Abstract and Keywords

This chapter, which reports an approach to organizational leadership that ascribes to the leader a more active role in defining the strategic direction of the organization and guiding it in that direction, considers five dimensions: strategic planning, sequence programming, performing model, consequential profiling, and sustainable development. Strategic leaders strive to interpret the future and take charge, regardless of the uncertainty they may themselves face. Moreover, the implications for strategic leadership in the industrial markets are highlighted. The practitioner's perspective, public organization perspective, and scholarly strategy perspective are significant in the emerging markets. An approach for sustainable development is vital for strategic leadership, the peculiar challenges of which in the emerging markets are becoming relevant for efficient strategic leadership in the industrialized markets. Effective context-sensitive strategic leadership in planning, programming, and performing determines the profit consequence, and translates into sustainable development.

organizational leadership, strategic leaders, strategic planning, sequence programming, performing model, consequential profiling, sustainable development, strategic leadership, industrial markets

Strategic leadership is about leading strategically. Several recent studies of strategic leadership have been undertaken. In the new rapidly changing business and public environment, leaders are challenged to operate strategically. They strive to interpret the future and take charge, regardless