EXPLORING STRATEGIC LEADERSHIP IN ORGANIZATIONS: A LITERATURE REVIEW

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Abstract:

Strategic leadership plays a crucial role in organizations operating in dynamic business environment. This paper examines the wide-ranging characteristics for an individual to be an effective strategic leader with evidence from a comprehensive secondary literature review. Data is obtained from three major databases i-e google scholar, SSCI and Scopus. Secondary research results indicate that being a visionary, having a strategic and creative mindset along with the knowledge to develop and maintain the right social capital and the inclination to have moral integrity are some of the indispensable elements of effective strategic leaders. Consequently, leader succession trainings and development models must inculcate these competencies and characteristics into their top talents to enhance the organization's future performance. Nevertheless, strategic leadership encompassing top management and board of directors' success factor in terms of a team's abilities, knowledge and skills is still a largely untapped domain.

Keywords: Strategic Leader Dimensions, Critical Success Factors, Training and Development, Visionary, Creativity

Introduction

Literature on strategic leadership posits that leaders placed at the top of work units or organizations have overall responsibility for the organization's performance (Finkelstein, Hambrick & Cannella, 2009; Samimi, Cortes, Anderson & Herrmann, 2020; Vera & Crossan, 2004). The central objective of an effective strategic leadership is to expand and enhance organization's adaptive and absorptive capacity (Boal & Hooijberg, 2000). Research on strategic leaders focuses on governance bodies which include individuals such as chief executive officers (CEOs) or groups such as boards of directors (BOD) and Top Management teams (TMT). Nevertheless, the focus of individual strategic leaders' effective behaviour has been valued due to its direct impact on organizational performance.

The main purpose of this review paper was to describe the most crucial factors of effective strategic leaders in complex business environment. Research articles on strategic leaders' behaviours, styles and characteristics have been reviewed to address the key research question: What are the key personal and other characteristics that make a strategic leader effective in organizations? In other words, the comprehensive strategic leaders' behaviour or traits that are found to be effective in today's dynamic environment have been surveyed with the help of secondary data. Many researchers indicate that behavioural characteristics of leaders have a significant association with overall organizational effectiveness. Generally, an organization's ebb and tide are directly linked to its strategic leadership (Abebe & Tangpong, 2017; Trahms, Ndofor & Sirmon, 2013).

Significant work has been published on strategic leadership from demographic and experience perspective (Ahn, 2020; Campos-García & Zúñiga-Vicente, 2019; Bradley, Matthews & Kelemen, 2020). Literature which determines the key behaviours of effective strategic leaders in an organization is limited (Alan, 2007; Yukl, 2012), with a few exceptions on strategic leaders' personalities and other attributes (Harrison, Thurgood, Boivie, & Pfarrer, 2019; Liu, Fisher, & Chen, 2018; Rider, Di Carlo, Nazim, & Tshofela, 2019). Nevertheless, fewer studies have investigated the critical success factors of strategic leaders.

Strategic leadership is a significant component of an organization's management (Davies & Davies, 2004; Samimi, et al., 2020). Several scholars describe the dimensions of strategic leadership at two levels: individual and organizational. Similarly, their functions are described at two main aspects of business, i.e organization capacity and individual capacity (Boal & Hooiberg, 2000; Hitt, Haynes & Serpa, 2010; Hitt & Duane, 2002; Quong & Walker, 2010). Organizational capabilities of strategic leaders are associated with task

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components, whereas, individual characteristics of a strategic leader are linked with leader attributes (Davies, 2005; Mohd Ali & Zulkipli, 2019).

The principal purpose of this article is to classify empirically established effective strategic leaders' traits and behaviours in an organization. Furthermore, this research study focuses on unearthing individual dimensions of strategic leaders in a business setting during volatile, complex, and uncertain conditions. The review themes in this study examine1) different descriptions of strategic leaders and strategic leadership and, 2) the effective elements of strategic leadership in different organizational settings or environment, in order to answer the following research question: What are the critical success factors of an effective strategic leader in a complex business environment today?

The literature Review

Literature has been obtained from three databases i-e SSCI, Scopus and Google Scholar. For instance, the Social Sciences Citation Index (SSCI) search [strategic leader* AND effective* AND organization] provided 102 'hits', another database named Scopus search [Strategic leader* AND effective* AND organization] gave 110 hits, of which had been used for this research study. Thus, two hundred twelve articles had been primarily extracted from the databases, only 31 articles met the standards completely in order of topic, time, place, and value. Step one consisted of 212 peer reviewed articles from the three databases, i.e. Scopus, Google Scholar and ISI Web of Knowledge, and entered into a spreadsheet. Step two filtered duplicate material and articles with non-relevant titles were removed from the spreadsheet, leaving behind 120 articles. Step three involved further scrutinizing by reading the abstracts of 120 articles to further refine the research relevance. The sudden drop of selected articles at this stage from 120 to 81 was due to exclusion of strategic leadership articles which focused on top team management and board of directors' characteristics. The remaining 81 articles were then read in detail to check for their relevance and quality in terms of design and methodology. This resulted in final selection of 31 articles for analysis that covered the behavioural aspects of strategic leaders in organizations.

Those articles were retained which met these criteria: 1) studies had been included if they had been grounded in original research, in a manner either the presentation of outcomes derived from primary study or from a secondary analysis of data, 2) articles derived from speculations about leadership based on anecdotes were included, 3) research objectives had

been indicated with clarity, 4) they stated clearly the way data was collected (selection of sample, instruments used, how result had been evaluated) 5) the articles showed how the methodological approaches had been associated with objectives, and 6) articles specified adequate information to corroborate analyses and mentioned the analysis techniques. Key rationale for using the standards was to ensure quality-based research articles.

This study highlights those peer-reviewed papers that represent the foundation for examining the literature concerning personal and organizational' factors associated with strategic leaders that contribute towards organizational expansion and growth. Moreover, other research articles that helped to comprehend the research question and consisted of reasonably quality standards had been included. This refers mostly to chapters in books and entire books which enrich the understanding of topic under review. These supplementary articles had been incorporated as they provided a more comprehensive account due to small number of articles uncovered in the search. Theses, reports and magazines had not been included in the literature review.

Findings from the literature review

This article carries out a systematic review of literature showing that there are certain essential elements of effective strategic leadership in an organization which play important role in improving the performance of company growth and expansion. Some of the prominent dimensions extracted through comprehensive literature review are detailed as follows:

Visionaries

A key indicator for recognizing strategic leaders is their ability to envision the future within their organization. They are able to see into unforeseeable which is beyond the present. They are future-oriented and have a clear long-term strategy (Davies & Davies, 2004; Hitt, Haynes, & Serpa, 2010; Quong & Walker, 2010). An element of strategic intent is a fundamental quality of top leaders which helps them describe how the organization can take upon a strategic perspective and quality to identify critical changes to make (Davies & Ellison, 2003).

Several studies empirically identified that strategic leadership has the capacity to communicate organization's key concepts and strategic aims (Chan, 2017). These leaders are prime contributors to the planning and development of a firm's mid-range to long-range targets in order to achieve the strategic ends and acquire contextual intelligence about

organizational environment for clearly formulating a strategic action plan (Serfontein & Hough, 2011). Their key domains are agenda-setting along with provision of direction with clear path for company growth, development and expansion, and later refinement of the strategy carried out previously.

Hitt, et al., (2010) asserted that an ineffective organization has a chaotic environment due to vague vision. They stated that top leaders' capacity to develop the vision and build collaboration among various stakeholders contributes to providing a guideline in the formation and implementation of strategies that are useful in achieving the vision. Besides, clear direction with top leadership commitment offers a steppingstone in terms of realization of the long-term targets (Zacharias, Six, Schiereck & Stock, 2015). Nanus (1992) clearly indicated that if leaders are visionary and can articulate the vision, it has various benefits for the organization. These included the ability to provide a bridge between the present and the future, to draw the right amount of employees' energy and commitment level, help in establishment of better standards of performance and give meaning to peoples lives.

Certain key attributes are commonly identified within the literature on effective visionary leaders (Rowe, 2001; Ireland and Hitt, 1999, Ireland and Hitt, 2005). Rowe, (2001) asserted that strategic leaders are proactive, inquisitive and empathic in nature. They shape ideas and change the way people think. These leaders are chiefly concerned with ideas, as they mainly function from unpredictable and risky positions. They create and maintain an organization culture which focus on ensuring company's long-term viability. Their decision making is generally entrenched in strong value system. Strategic leaders mostly invest their time and energy in development and management of succession planning, mostly involving long term planning along with multifunctional and integrative responsibilities. In simple terms, majority of time is spent on development of human capital.

In other words, strategic leaders see the organization not as what it is, but how it should be. They do this by not only envisioning the future but are also actively involved in shaping the future culture that facilitates goal achievement. They have a special ability to think outside the box and processing information in a way that is not only creative but innovative.

Several empirical studies both from qualitative and quantitative data perspective have examined strategic leaders' visionary perspective in different types of organizations, i.e private sector, public sector and non-profit organizations (Bilgin, Bilgin & Kilinc, 2016;

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Mohd Ali et al., 2019; Zacharias et al., 2015). Results depicted that vision formulation and vision implementation of top leaders are a significant element of success for the organization performance, particularly in the service sector (Mohd Ali et al., 2019; Chan, 2018; Nimlaor, Trimetsoontorn & Fongsuwan, 2015; Grandy, 2013; Serfontein et al., 2011). A few expectations may be in non-profit organizations in evolving phase (Bilgin et al., 2017) where a visionary leader may have several stakeholders to satisfy. Ample amount of observed data supported the theoretical argument presented by different scholars that high performance organizations have visionary top leaders (Rowe, 2001; Ireland et al., 1999; Quong et al., 2010).

The complex and uncertain world of today needs people who have the capacity to develop a future vision which other people are unable to perceive in the present. Strategic Leaders have several qualities through which they can be distinguished in the organization: they develop vision, communicate it to all the stakeholders, implement it through allocation of right resources and values, evaluate the outcomes and adjust vision. Empirical studies in organizations have shown that all effective strategic leaders have a strategic vision which enables them to see the unseen and make it happen for the organization before its competitors (Mohd Ali et al., 2019; Chan, 2018; Nimlaor et al., 2015; Grandy, 2013; Serfontein et al., 2011).

In a nutshell, we can conclude that strategic leadership's core skill is the ability to visualize the firms position in next five to ten years. Several empirical and review articles postulated that being visionary is directly linked with top leaders' effectiveness and that visionary quality of the leader is one of the most valuable assets of an organization.

High moral and ethical values

A strategic leader's ethics-based belief system is the core component of the overall effective performance in an organization. Studies illustrate that strategic leaders' key value of trustworthiness not only attracts the right employees but the right customers and other right stakeholders. True strategic leadership means to have a vision for the organization which is based on a set of core values and belief system of being upright, honest and reliable. Thus, the honesty and integrity of the upper management enables them to make reputational capital inside and outside the organization and assist in appealing not only to the right social capital but the right human capital as well.

Effective Strategic leaders' decision-making thought process is embedded in their moral principles and ethical perspectives including integrity, honesty, and moral character.

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They try to use moral filters while making decisions for future course of action. It has been observed that effective top management creates a culture where top leaders adhere to decision stances that emanate from moral standards. In the decision-making process, a strategic leader has to deal with multiple stakeholders belonging to culturally diverse backgrounds. Making a decision that is legally and economically viable requires a leader with moral strength. Therefore, an effective strategic leader depicts the moral character through decision-making ability, which becomes part of the larger organizational culture.

The key attributes that are associated with value-driven leaders are honesty, integrity, respect, empathy, fairness, law-abiding, pursuit of excellence, loyalty, promise keeping and personal level of accountability (Brubaker, 2005). Moral purpose is the defining feature of an effective strategic leader in the formulation and enactment of strategy.

Hitt et al. (2010) and Ireland and Hitt (2005) indicated that the ethical values of the strategic leaders in the twenty-first-century organizations are one of the precious resources for survival in the contemporary competitive world. Preedy, Bennett and Wise, (2011) surveyed upon the effective leadership practices of various schools' top leaders and found out that strategic leaders' uprightness and virtuous practices are among the top traits to achieve effectiveness and performance. Theoretically, ethical aspect of Strategic Leadership identified by Hitt et al., 2010 and Ireland and Hitt, 2005, was empirically examined in both profit and non-profit organizations and the results depicted that ethical values of top leaders are an important aspect of a company's performance (Lee & Welliver, 2018; Bilgin et al., 2017). The main reason is that top leadership's premium on moral responsibility directly and positively influences organization's corporate social responsibility (CSR) towards the society (Ormiston & Wong, 2013).

All in all, ethical values such as honesty and justice in decision-making and general conduct are key to effective strategic leadership. Ethical aspects of top-level leadership are reflected in organizational culture and long-terms decisions too. This seems to have a trickle-down effect on the middle and bottom level leaders. Empirical studies depict that ethical leadership has far-reaching positive effects on organization wellbeing, growth, and survival.

Strategic Thinking

Effective Strategic leaders in an organization have an indispensable element of strategic thinking ability. This ability is different from strategic planning. It relies on divergent thought processes and creative ideas rather than analytical thinking processes and programs. They can comprehend complex organization dynamics and can map a coherent

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bigger picture. They have a creative way of thinking for the problems and provision of alternative solutions with new paradigms and thinking patterns. In other words, the integrative perspective of an organization with the utilization of a distinctive way of thinking that results in creative and innovative solutions.

The key attributes that are linked with strategic thinkers' as leader are innovation, creativity and divergent thinking in terms of creating a solution for the problems through suspending the common mindset and thinking patterns. They have a foresight and sagacity of the organization's various parts and functions. It entails looking into the foreseeable future and takes into account alternative scenarios.

Moreover, strategic thinking by the leader takes the five-step strategic thinking model (Liedtka, 1998). The model describes how a strategic leader uses strategic thinking in an organization. This type of thinking provides a birds-eye view of the firm to the leaders. Firstly, strategic thinkers have system thinking ability in which they keep overall insight of business end to end information which includes network channel, value chain, its interdependence and interconnectedness with multiple parts and functions of the industry. They have sagaciousness to comprehend the dynamics of the internal and external relationship among diverse stakeholders. Secondly, strategic thinkers are driven by goals and have a sense of destiny. They have a long-termed orientation anchored with the strategic intent of the firm. Thirdly, they remain intelligently opportunists, where they continually assess their strategies to adapt to the evolving circumstances.

Likewise, to contrive a balanced approach by being flexible and adaptable towards opportunities created in an environment rather than being rigid and adamant with the set way of doing business. Fourthly, thinking in time is done by strategic leaders where they have a mindful quality of being conscious of what needs to be done and what can be done and iteratively connect past, present, and future of the organization. Lastly, they have a hypothesis-driven thinking, where they formulate future possibilities and plans as a hypothesis. In other words, hypothesis-driven thinking of strategy enables the leaders to adapt their plans according to the cues and feedback they received during the testing of their assumption and belief system.

Several studies of strategic thinking element of effective strategic leaders have been empirically investigated in different organizations (Hadrawi, 2018; Chan, 2018; (Guimaraes, Paranjape, Cornick & Armstrong, 2018; Hunitie, 2018). Empirical evidence from multiple studies in diverse industries illustrated that strategic leaders' ability for strategic thinking

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have significant impact on organizational effectiveness by gaining competitive advantage either launching an innovative product or network building with right stakeholders. (Hadrawi, 2018; Hunitie, 2018, Chan, 2018; Guimaraes et al., 2018)

In a nutshell, strategic thinking is the highest quality of an effective strategic leader. They are the enabler of divergent thinking patterns for solving problems. However, they are also vision-driven, hypothesis-driven, with the ability to influence habits, perspectives, and knowledge of an organization. They do not think ahead but also think behind to think through for complex problems and are great analysers and synthesizers for providing an integrative and holistic perspective. To sum it up all, strategic thinking leaders requires synthesis as well as analysis, nonlinear as well as linear, visual as well as verbal, implicit as well as explicit and engages the heart as well as the head.

Social capital development

Effective strategic leaders form and maintain the right social capital for organizational growth and survival. They are quite competent in building, leading and managing strategic alliance relationships, both inside and outside the organization to gain a competitive advantage. They serve their energies in maintaining a network that creates value and facilitates future support. Effective top leaders strategically design and integrate networking, collaboration and partnership formation between different agents in a way that enables each member to collaborate for the attainment of competitive advantage.

Effective strategic leaders' main contribution developing social capital, both internal and external, for the organization. Deep insightfulness and intelligence of top executive leaders form and build talent-rich and diverse teams for the implementation of organizations vision and mission. A key factor in maintaining and retaining employees and different stakeholders is mutual trust.

Internal social capital is attained by top management with mutual trust, cooperative behaviour, and interpersonal justices' practices and by treating the employee as a citizen of the community. External social capital is developed to exploit new opportunity in the market and attain resources which are not possessed by the firms yet to remain competitive. Thus, building an alliance, both informally and formally, with those who possess complementary and needed resources which a firm requires in the near future is an essential quality of successful strategic leadership. Top leaders' divergent thinking and keen analytical ability aids in continuous development and integration of the external network with internal social capital leading to mutual benefit.

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Evidently, Hitman, 2002 and Hitman, 2010 stated that social capital is the central substance of effective strategic leaders. Various empirical studies demonstrated the positive linked between the effectiveness of top leaders due to their social capital at different types of organizations including education sector, NGOs and private sector (Bilgin et al., 2017; Basole & Putrevu, 2014; Chan, 2018).But, this is due to the reason that top management makes strategic alliance which plays significant role in formation for right social development for organizational performance. However, Krause, Semadeni and Withers (2015) study results did not show conclusive evidence between CEO strategic alliance formation and network development on organization growth and expansion. Furthermore, O'Leary, Choi and Gerard, (2012) assured that effective top leader needs four top skills for successful collaboration; individual characteristics, interpersonal, group process, and group dynamism skillset. Moreover, a majority of studies unveil that social capital is a vital aspect of effective top management in an organization's performance and growth.

Finally, strategic leaders have a strong vision for passion and a well-focused alliance, with both internal and external members. This vision is complemented with an unwavering commitment without any fear of failure and with the strength of the process to enter into meaningful agreements. It is accompanied with the strategic leader's social intelligence of how to deal with partners and develops consensus building and negotiation skill to, stick with each other in all good and bad times. In other words, effective strategic leaders are competent in assessing when to hold or fold the alliance for both parties' benefits without any harm and conflict.

Development of human capital and future leadership

Strategic leaders are fully aware of the importance of employee as an asset. Effective strategic leaders always try to attract and retain the right types of employees which fit in with the present and future need of the organization. Effective strategic leaders have a strong desire to coach and mentor other employees. Human capital development is a core area, where they spend their resource to improve and enhance employee knowledge, skill, and capabilities. Strategic leaders acknowledged the fact that human capital act as a competitive advantage and implementation of the right training and development program are imperative for up-gradation of skill, knowledge, and capabilities.

Strategic leaders play a significant role of attracting and retaining of rich and diverse human capital for management of complex and unpredictable environment issues (Hitt, et al.,

2010; Ireland & Hitt, 1999). Adair, J. (2010) also maintained that strategically oriented leaders focus on their human capital development. But Hitt, & Duane, (2002) emphasis that the right utilization of human capital along with social capital is the main essence of effective strategic leaders.

Correspondingly, empirical analysis of various studies also depicts that impactful strategic leadership employ their energies on human capital development at all organizational levels to achieve performance standards and survival in difficult times (El Qadri, Harjito, & Yuliansyah, 2018; Cho, Thiagarajan, Chong, Perkins, White, 2017; Krause, Semadeni, Withers, 2016)

Several studies reported that SL indirectly and directly influences the organization's performance by developing its human capital through the provision of learning opportunities to improve job performance and commitment level or by increasing employee empowerment and work motivation (Lee & Welliver, 2018; El Qadri, et al., 2018; Cho, et al., 2017). However, SL's focus on human capital development is not validated in non-profit sector due to financial constraints on the organization Overall, new CEO development is an effective trait of strategic leaders (Krause, et al., 2016).

Moreover, strategic leaders focus on the development of future leaders that are capable to deal with the dynamic world. They are cognizant of the importance of top leader's development for the key position. Top management concerned with succession planning is developed in a way that ensures that future top management team is well-equipped and well informed to deal with the complex and uncertain business landscape.

Quick learning

Effective strategic leaders' core feature is their ability to learn quickly, able to recognize novel and critical information and try to assimilate that new information in a way which helps in coming up with new ideas and innovation. In other words, these types of leaders engage in continuous creation and recreation of new ideas. They are aware of the need for constant experimentation which happens through learning new knowledge, application of the knowledge on a small level before upscaling and evaluating the results. Therefore, a set pattern of a firm's actions and functions are reinforced and change due to the capability of effective top leadership. They provide a conducive learning-oriented culture where small mistakes are ignorable, active listening of diverse voice and double feedback are inculcated and encouragement is provided on credible decisions.

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Moreover, effective strategic leader involves looking at the bigger picture of the organization, finding the pattern between different elements inside and outside industry over a period. They have critical reasoning skill to explore and understand the complex interaction and relations between the elements along with competence to connect the dot for making meaningful sense of the situation for provision of a compelling vision. They have a firm belief that learning in an organization doesn't occur automatically, so, setting up a proper learning framework is needed for both leaders and employees.

Theoretically, SL's effectiveness depends upon their capability of personal learning and development of conducive organization learning culture for organizational growth (Hitman 2007, 2010). Several studies empirically explore the relationship between SL absorptive capacity at both personal and organizational level and found evidence in various types of organization i-e service sector (Mohd Ali, & Zulkipli, 2019, Ding, Li, George, 2014), manufacturing sector (Guimaraes, at al., 2018). Likewise, Grandy, (2013) conducted an exploratory study on the effective dimension of SL in a religious organization and discovered that organizational learning culture relies upon SL learning capability dimension.

Effective strategic leadership focuses on the development of a structural system and culture for strategic learning to take place. Setting tone for how learning is perceived in an organization is achieved with organizational innovative culture whereas, the structure of an organization strongly influences the leaders and staffs' learning process. All in all, effective strategic leadership is not only a lead learner but equally invest resources for the development of employee learning and organization's learning capacity.

Change initiators

Effective strategic leaders have a behavioural complexity and flexibility to embrace and accept change. They know how to adapt by maintaining clarity of purpose (vision). Corporate fast pace circumstances make them more adaptive and quickly respond to the changing dynamic. They have strategic flexibility where they take quick and proactive action to deal with complex situations that enables them to attain current performance and acquired future opportunities.

Theoretically, SL effectiveness depends upon their ability to act as change agents for unsettling the stability of an organization (Hitt, et al., 2007, Hitt et al., 2010). Several studies empirically investigate the relationship between SL ability to initiate and manage change and found evidence in various types of organization i-e service sector (Mohd Ali, & Zulkipli, 2019, Ding, Li, George, 2014), manufacturing sector (Guimaraes, et al.,

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2018). Moreover, Grandy, G. (2013) conducted an exploratory study on the effective dimension of SL in religious organizations and concluded that SL success mainly depends upon the content and process of change by unsettlement of status quo and develop a model of shared vision and leadership along with an organizational learning culture.

Sense giving and sense making

Sense making and sense giving are among the critical thinking ability for understanding the chaotic and complex business landscape. Hill & Levenhagen (1995) stated "To cope with these uncertainties, the entrepreneur must develop a 'vision' or mental model of how the environment works (sense making) and then be able to communicate to others and gain their support (sense giving)" (p. 1057). Effective strategic leaders are apt in developing a compelling narrative and vision that motivates the staff. Providing meaning and purpose and sense giving of the chaotic world is the key attribute of strategic leaders. They have skills in understanding the irregular and uncertain patterns in the business world due to their visionary capabilities.

Michel (2014) identifies that effective top leaders in an organization are "prime mover" of new ideas or innovation through the process of meaningful construction of the complex environment. They use their sensemaking and sense giving the ability to reorient the bottom and middle-level employees of the organization for achieving a new and desirable state of the organization. Balogun, Bartunek, & Do (2015) empirical study results demonstrate that effective senior leaders are a key agent of sensemaking during the strategic transition process. Similarly, Boal & Patrick (2007) assert that strategic leaders construct the shared meanings that provide the rationale by which the past, the present, and the future of the organization coalesce and shape the evolution of agent interactions. All in all, strategic leaders' effectiveness is dependent upon the sense making ability of the leader in an unpredictable and complex business environment.

Conclusion

Strategic leadership is the domain of top leaders or executive leaders. A key attributes of effective strategic leaders through literature has been reviewed. Eight key behaviours have frequently emerged from secondary data that linked with the effectiveness of a leader in all types of organizations. Generally, visionary perspective, adaptability to change, flexibility in personality and high moral and ethical values are found to be highly effective behaviour

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characteristics in strategic leadership behaviour during organization growth and stability. Particularly, ability to develop social and human capital along the sense making and giving to the employees during change process are also among the top skills of strategic leadership during organization turbulent time.

However, the key effective factors of individuals of this type of leadership has rarely been identified. The current study attempts to fill this gap in the organizational behaviour literature. Eight main components of top leaders have been recognized through rigors' literature search as identified within the literature extracted from reliable resources. Although the theme of this study revolves around the effective traits of strategic leaders only but a good deal of behaviour of strategic leaders needed to be investigated from different types or sizes of organizations. Eight themes that have emerged in this literature are not specific to any particular kind or size of the organization. Therefore, future studies can explore multiple dimensions of strategic leader's attributes at manufacturing only or service only types of organization. In a nutshell, effective strategic leadership attributes can vary from origination to organization and industry to industry and a further study can focus in the future on investigating essential variables of strategic leaders in different scenarios.

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