LEADERSHIP CRITIQUE & SUPPORTING PORTFOLIO

A Critique to meet the requirements of the Doctor of Business Leadership at Torrens University Australia:

TOWARDS A STRATEGIC FORESIGHT MODEL THAT HELPS LEADERSHIP IN THE MANAGEMENT CONSULTING INDUSTRY IN TIMES OF CHANGE AND UNCERTAINTY

by

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February 2025

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ACKNOWLEDGMENTS

The writing of this thesis has been an amazing journey. It has also been a time of intellectual growth fostered by a mixture of intensive reading and learning.

I would like to extend my sincerest thanks and appreciation to those who accompanied me on this journey and assisted with my research. Especially, I would like to thank Professor Khimji Vaghjiani, my supervisor, for his support. He has guided me from start to finish and I have felt extremely privileged to have him as my supervisor as he believed in the importance of this research and continued to support me through my Doctor of Business Leadership research and creation of this Critique.

Special gratitude and love go to my family for their unfailing support. To my adorable daughters, Asmaa and Fatima, and to my lovely sons, Nasser and Kassem, you have been incredible through your ongoing support and encouragement. I love you all beyond words.

Unique appreciation goes to my parents, who taught me how to work hard to achieve my goals. Mum and dad, you are the inspiration behind this thesis. I can never repay you for what you have done for me. I am honoured to have you as my parents.

The completion of this thesis further confirmed to me that we can never accomplish great things alone, but through the grace of Almighty and loved ones, we will succeed.

ETHICS STATEMENT AND CONTRIBUTOR APPROVALS

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PROFESSIONAL EDITORIAL ASSISTANCE

I acknowledge with gratitude the dedication and editing skills of Vicki Snowdon AE in the preparation of this thesis. Vicki provided services in relation to formatting, grammar and style (in accordance with the Australian Standard for Editing Practice – ASEP Standard D - Language and Illustrations and ASEP Standard E - Completeness and Consistency).

GLOSSARY OF KEY TERMS EMPLOYED WITHIN THE CRITIQUE AND SUPPORTING PORTFOLIO

AICD	Australian Institute of Company Directors
ALN	Aspire Leadership Network (the researcher's management consulting firm)
AWLC	Aspire Women Leadership Club
COVID-19	Coronavirus
DBL	Doctor of Business Leadership
KPI	Key performance indicator
PCLP	Personal Contingent Leadership Paradigm
PESTEL	Political, economic, social, technological, environmental and legal
Researcher	The author of this report and founding director of ALN
SA	Strategic Arena
SAN	Strategic Arena Network
SEC	Six Es Capabilities (the researcher's PCLP)
SFM	Strategic foresight model
Stakeholders	Persons, groups and entities with a specific interest in an organisation. For a company, this typically includes shareholders, suppliers, customers and employees (S. Anderson, 2020)
SWOT	Strengths, weaknesses, opportunities and threats

ABSTRACT

The business environment has become more challenging, especially due to inflation and the COVID-19 crisis. Consequently, leaders in the management consulting industry and organisations are grappling with global uncertainties that demand proactive and adaptive approaches to equip themselves with the skills and knowledge needed to excel in uncertain business environments.

This research illustrates the researcher's Personal Contingent Leadership Paradigm (PCLP), also known as the SEC model, and its evolution, highlighting how changes over time have shaped the researcher's understanding of leadership effectiveness. This study builds on the PCLP's adaptive guidance capabilities and, as a result, develops and illustrates a Strategic Foresight Model (SFM) grounded in the researcher's PCLP, which evolved through the researcher's leadership journey.

The objectives of this thesis are to: (1) present the evolution of the PCLP as a holistic model of leadership effectiveness, (2) define and describe the SFM, and (3) explore how foresight capabilities contribute to strategic adaptability and organisational resilience.

A qualitative research methodology was employed, using three case studies to explore the practical application of foresight within leadership contexts. The first case study focuses on the researcher's personal leadership development, while the other two examine strategic foresight practices within consulting organisations. Data were collected through interviews and analysed thematically to extract insights into effective foresight capabilities.

The findings reveal that foresight-driven leadership—when supported by models like the PCLP and SFM—enhances organisational adaptability, improves strategic responsiveness and increases the ability to navigate discontinuous change.

The evolution of the PCLP was shaped by the researcher's reflection and development, particularly in addressing weaknesses such as limited strategic planning and work-life balance. The SFM supports leaders in applying foresight to anticipate disruptions and align strategy with emerging trends.

This study contributes to theory and practice. Theoretically, it advances the conceptual understanding of strategic foresight by integrating it with leadership development. Practically, it provides a structured model (SFM) that leaders in consulting firms can

use to assess and strengthen their foresight capabilities. Four strategies were identified as central to this process: vision-driven transformation, trust-based decision-making, risk-taking through effective communication, and continuous learning through renewal and innovation (see Table 21). These strategies form a set of aspirational leadership practices for cultivating leadership that is prepared to meet the demands of an uncertain and rapidly evolving business landscape.

1 CRITIQUE OVERVIEW

1.1 Leadership Journey

“You have a slim chance of survival.”

These words changed the researcher’s life. In the contemplative days leading up to this moment, thoughts invariably return to a date: 25 March 2002 – the day the researcher’s youngest son came into the world. On that day and in the myriad moments that followed, the researcher’s mind’s lens captured cherished and challenging memories.

Two decades and one year ago, during their last pregnancy, the researcher was diagnosed with placenta percreta. This intricate condition involves the placenta extending through the uterine wall and infiltrating another organ. In this case, the placenta embedded itself in the bladder wall. Early on, the high-risk nature of this pregnancy was recognised. This journey led the researcher through several medical institutions, each medical team acknowledging the condition’s rarity and complexity. Eventually, a hospital equipped with specialised obstetricians capable of managing this challenge accepted them. For more than two months, they resided within hospital walls, physically distant from their young family. Medical professionals repeatedly cautioned them that the likelihood of survival was slim. During this time, they eagerly implored to continue living, dedicating themselves to serving God’s purpose through charitable endeavours, community service and empowering others. Their eldest daughter was just ten years old at the time and she prayed to become a doctor, aspiring to assist women grappling with conditions similar to her mother’s.

Amazingly, their prayers were answered: the daughter is now a dedicated doctor, passionately serving women’s health. Honouring the promise they made – supporting others and contributing to society – the researcher decided to work for charities all the past years and recently established, at the end of 2020, a management consulting organisation, whose vision is to develop a pipeline of diverse and innovative future leaders for the wider society.

After many years of experience and studies in leadership and management, the researcher accepted the letter of offer sent by Torrens University in 2021 to undertake a Doctor of Business Leadership.

The researcher's career and experience has helped them grow and reach higher levels of learning in leadership and personal growth. However, the challenges of the leadership journey are ongoing. Nonetheless, it is the researcher's belief that learning from these challenges is an important endeavour, not only for themselves but for leaders generally.

1.1.1 Discovering the Power of Foresight Thinking through Challenges

Returning to challenging moments, during a hospital stay in 2002, the researcher found themselves grappling with intensifying currents of change and uncertainty that define the mystery of an unpredictable future. Amid this contemplation, the researcher reminded themselves that the past remains beyond their reach, but its teachings are a good opportunity to plan the future. Focus must pivot towards potential futures, reigniting a sense of wonder and rekindling the commitment for transformative change. This foresight thinking revolves around what is feasible in the future, what remains adaptable and what falls within the compass of their influence. It entails comprehending the external panorama and harnessing its nuances to advantage. Simultaneously, it necessitates unravelling foundational assumptions that mould perceptions of the world they inhabit.

As an avid learner, the researcher found themself exercising foresight – the ability to steer the trajectory of potential futures, plan the realisation of specific outcomes and explore the realm of possibility, make judicious choices and meticulously transform the conceivable into tangible reality.

1.1.2 Overview of the Researcher's Experience and Identified Leadership Gaps

The researcher's current leadership approach has been extensively influenced by personal experiences accumulated over many years. These experiences encompass tacit and explicit knowledge acquired through involvement in charity services aimed at assisting vulnerable individuals, a commitment that commenced at the age of 15. This early engagement instilled in the researcher a profound vision of dedication to serving others, underpinned by core values such as honesty, trustworthiness and respect for others' inherent worth.

An overview of the researcher's experience in their roles is presented in chronological order with their identified leadership gaps:

A. Practice Manager, Nov 1997–Dec 2015

- **Roles:** Upon relocating to Australia in the late 1990s following completion of a master's degree in administration and management, the researcher embarked on their initial leadership role, managing a retail optometry practice. The researcher was responsible for overseeing the business operations of the optometry and optical dispenser practice, including human resources, financial management, and regulatory compliance. Also, hiring employees, liaising with the accountant, meeting with the companies' representatives, ensuring compliance with regulations and managing the practice budget. This role truly required leading by example but it was also about managing people to achieve good performance.

- **Leadership gaps**: During their role, the researcher realised that, by addressing some leadership gaps, the practice could thrive and expand. Theses gaps were strategic vision and planning that resulted in lack of strategic planning and poor work-life balance that led to leadership burnout due to overwork. Addressing these gaps could enhance **effectiveness, patient satisfaction** and **business success.**

B. Lecturer/Tutor, Mar 2011–Nov 2014

- **Roles**: Subsequently, the researcher transitioned to the education sector, pursuing a Master of Arts at the University of Sydney and later a PhD at Charles Sturt University. These academic pursuits were coupled with practical experiences, such as working as a university lecturer and tutor. The researcher's role involved educating and mentoring students, facilitating discussions by emphasising the role of critical thinking, classroom management and problem solving, and empowering students to implement knowledge in their careers.

- **Leadership gaps:** Delivering constructive feedback without feeling embarrassed about potentially offending students was a major challenge. This challenge made the researcher reflect deeply on their leadership style. This challenge was addressed later through the years by learning and adapting based on their PCLP. The researcher believes that constructive feedback is essential for

student growth, but how they deliver it makes all the difference. To be truly an effective leader, their approach must balance **honesty with empathy** in the way they communicate, correct and guide students.

C. **Board of Director's Member, ISRA Foundation**, 2011–2014

- **Roles:** This role involved supporting the foundation's mission and vision, attending regular meetings with the other board members to foster educational excellence and community engagement, which contribute to long-term planning. Being a director on the board of an educational organisation provided invaluable insights into diverse leadership contexts. It became evident to the researcher that transformational leadership style and knowledge are essential for navigating different organisational settings to become an effective leader.

- **Leadership gaps:** Ensuring the foundation continues to grow and adapt to changes in the educational industry was the main issue. This challenge of long-term sustainability was mitigated by incorporating **strategic foresight** thinking and proposing to have effective strategies in place for unforeseen challenges.

D. **Board of Trustee's Member, Islamic Relief Australia**, May 2014–Jun 2020

- **Roles:** An opportunity arose for the researcher to join the board of trustees of a charity organisation, where they assumed a strategic leadership role alongside other board members, overseeing governance and ensuring accountability.

- **Leadership gaps:** Despite encountering challenges, particularly related to patriarchal influences within the board's decision-making processes, this experience proved instrumental in deepening the researcher's understanding of **aligning personal values with organisational objectives** and distinguishing between leadership and management roles.

E. **Consultant to the CEO, Islamic Relief Australia**, Feb 2015–Oct 2017

- **Roles:** Over a six-year tenure on the board of trustees, half of which coincided with a consultancy position advising the CEO, the researcher played a pivotal role in shaping the organisation's strategic direction and ensuring performance and innovation. This role provided advice and guidance on leadership decisions, since the CEO was not from a charity background, and strategic insights on how

to implement strategic goals that were approved by the board and support organisational growth.

- **Leadership gaps:** The main challenge was lack of direct decision-making power to provide strategic advice. Recognising the need to enhance their **strategic decision-making** capabilities, particularly in the face of patriarchal dynamics, the researcher pursued additional training at the Australian Institute of Company Directors (AICD). This proactive measure not only fortified the researcher's strategic foresight abilities but also reaffirmed their commitment to their vision and bolstered their resolve to contribute meaningfully to organisational success.

F. Treasurer of the Board of Trustees, Islamic Relief Australia (NGO), 2016 – 2020

- **Roles**: The researcher's role was aligning financials strategies with the organisational goals, overseeing general financial activities, liaising with external auditors, advising the board on financial strategies, financial planning and budgeting, and financial reporting.

- **Leadership gaps:** Identifying and mitigating financial risks effectively was a challenge for the researcher and this was mitigated by pursuing **additional training** at the AICD.

G. Appointment to Canterbury & Bankstown Council's Advisory Committees and Reference Groups of Family and Children, Mar 2018–2021

- **Roles**: This role involved meeting regularly with other committee members to advise on policies and initiatives that support family and children and contribute to building the resilience of young people and improving their connection to the community and Council. Also, it included liaising with local stakeholders to advocate for policies after approval to enhance the wellbeing of families and children.

- **Leadership gaps**: Connecting policy approval and recommendations to stakeholders was the main aim. Thus, the researcher was lacking the **networking** skills, which is the ability to build and maintain professional connections. This challenge was mitigated by learning more about leadership

through training and experience and enhancing their networking skills, which is necessary for effective leadership.

H. **Founding Director, Aspire Leadership Network (ALN),** Nov 2020–current

- **Roles**: After many years of experience and studies in leadership and management, at the end of 2020, the researcher decided to found a leadership consultant company. Their vision was to develop a pipeline of diverse and innovative future leaders for wider society at each level. ALN was born from a unifying desire to empower and transform individuals and communities**.** The researcher's career and experience had helped them reach higher levels of learning in leadership and personal growth. However, the challenges of the leadership journey are ongoing. Nonetheless, it is the researcher's belief that learning from these challenges is an important endeavour, not only for themselves but for leaders generally.

- **Leadership gaps:** In terms of challenges, a key question for the researcher is how to relate their organisational leadership learnings to their performance in career and life. There are two key challenges: internally, lack of **decisiveness**, for example, sometimes it is hard to make the decision to fire an incompetent employee; and externally, enhancing **stakeholder relationships**.

I. **Casual Academic. School of Management and Governance. UNSW,** Sep 2024–current

- **Roles**: The researcher is currently teaching the subject "Responsible Business Professionalism" to postgraduate students, guiding them through ethical frameworks, sustainable commitment, leadership and professional standards.

- **Leadership gaps**: The researcher strives to create a supportive and interactive learning environment by combining **honesty** and **empathy** where students feel safe to express themselves. In this way they are empowered to grow and develop confidence in their abilities.

The above challenges were gradually addressed and mitigated over the years through continuous learning and practical implementation. The Doctor of Business Leadership program (DBL) course played a pivotal role in this process, as it required the researcher to develop their own PCLP, incorporating their capabilities. This model is a direct

outcome of the researcher's leadership journey, reflecting their growth and the lessons they have applied along the way.

These challenges are explored further in "Case Study A: Leading with Foresight: Personal Leadership Journey 2012–2023" (Section 4.3). The research design of this case study centres on the question: **How does the researcher's effectiveness, as measured by their foresight contributions and strategic decision-making in the face of uncertainty, impact an organisation's long-term success, adaptability to discontinuous change, and capacity for radical innovation?**

Table 1 outlines the researcher's leadership experiences, including descriptions, durations and leadership gaps. Further elaboration on the researcher's experiences are provided in Chapter 4 and the accompanying Supporting Portfolio for this Critique.

Table 1: The researcher's leadership experiences

Experience	Description	Duration	Leadership gaps
Practice Manager	Initial leadership experience in retail optometry practice	Nov 1997–Dec 2015	Strategic planning, and work-life balance
Lecturer/Tutor **Curriculum Development** Centre for Islamic Studies and Civilisation (CISAC), Charles Sturt University	Lectured in Islamic studies courses. Developed and adapted course materials to reflect changing student needs and academic goals	Mar 2011–Nov 2014	Communicating constructive feedback
Board of Directors (Islamic Sciences and Research Academy (ISRA))	Board member for an educational organisation	2011–2014	Long-term sustainability
Board of Trustees (Islamic Relief Australia)	Trustee member for an international charity, providing strategic leadership, formulating policy and ensuring organisational performance and innovation	May 2014–Jun 2020	Decision-making process
Not-for-profit Management (Islamic Relief Australia)	Consultant to the CEO	Feb 2015–Oct 2017	Lack of direct decision-making power to provide strategic advice

Experience	Description	Duration	Leadership gaps
Treasurer of the Board, Islamic Relief Australia (NGO)	Treasurer	2016–2020	Identifying financial risks
Appointment to Canterbury & Bankstown Council's Advisory Committees and Reference Groups of Family and Children	Advisory Committee member	March 2018–2021	Networking skill
Founding Director Aspire Leadership Network (ALN)	Established a leadership and management consultancy	Nov 2020–current	Internal: Lack of decisiveness, and external: Enhancing stakeholder relationships
Casual Academic, Teaching University of New South Wales (UNSW), School of Management and Governance	Teaching "Responsible Business Professionalism" to postgraduate students	Sep 2024–current	Creative supportive environment

1.1.3 Leadership Learning and Adapting based on the PCLP

The past trials were incentive for the researcher to conduct further research about strategic foresight to deepen their understanding of the concept, help other leaders learn about it and study the behaviours and characteristics exhibited by leaders who exercise foresight within the executive realm of leadership. As a result, the researcher incorporated this into the PCLP to guide their approach to develop strategic foresight mindset.

From the researcher's experience and discussions that take place at workplace and academic fields, they noticed that, when the term "foresight" is mentioned, a false understanding of simply predicting the future comes up in people's minds. However, the ability to strategically envision the future is not about precise predictions; instead, it involves anticipating potential changes through scenario planning. It is about strategically leveraging these changes to achieve one's or the organisation's mission (Lustig, 2017). Foresight should be seen as a combination of mindset and methodology – a futurist mind with systematic forward-thinking and strategic capacity.

Furthermore, the trials encountered on the researcher's journey exposed them to diverse leadership paradigms and imparted invaluable lessons.

Table 2: Leadership learning based on the PCLP

Leadership learning and adapting based on the PCLP	Current outcome	Future outcome
Achieving the researcher's purpose.	It necessitates a paramount soft skill: the unyielding commitment to perpetual learning (Adair, 2007).	This dedication drives the researcher beyond obstacles, maintaining unwavering momentum.
To be an exemplary leader, the researcher clarifies principles before setting a guiding objective.	This involves finding one's voice, aligning actions with values and modelling the way (J. M. Kouzes & Posner, 2002).	Empowers individuals to believe in their potential as change agents and leaders.
The researcher accentuates the pivotal role of strategic foresight thinking in their personal and professional life.	The PCLP offers a coherent framework that allows the researcher to integrate tools and techniques logically and consistently.	The researcher gains confidence in their decision-making, ensuring they continually progressing without fear of forgetting key elements or making mistakes (Lustig, 2017).

Building on this understanding, section 1.2 proposes the initial PCLP.

1.1.4 Leadership Critique Requirement

The DBL requires the candidate to have leadership expertise and complete four leadership subjects before undertaking this Leadership Critique and Supporting Portfolio. During the four subjects, the candidate develops their PCLP, which is validated through longitudinal case studies that capture the evolution of the candidate's leadership approaches and outcomes. The following figure is a template of this PCLP then in section 1.2 the initial researcher's PCLP is provided and the following chapters give the research undertaken for its validation and evolution. Details of the evolution of the researcher's PCLP are in Chapter 5.

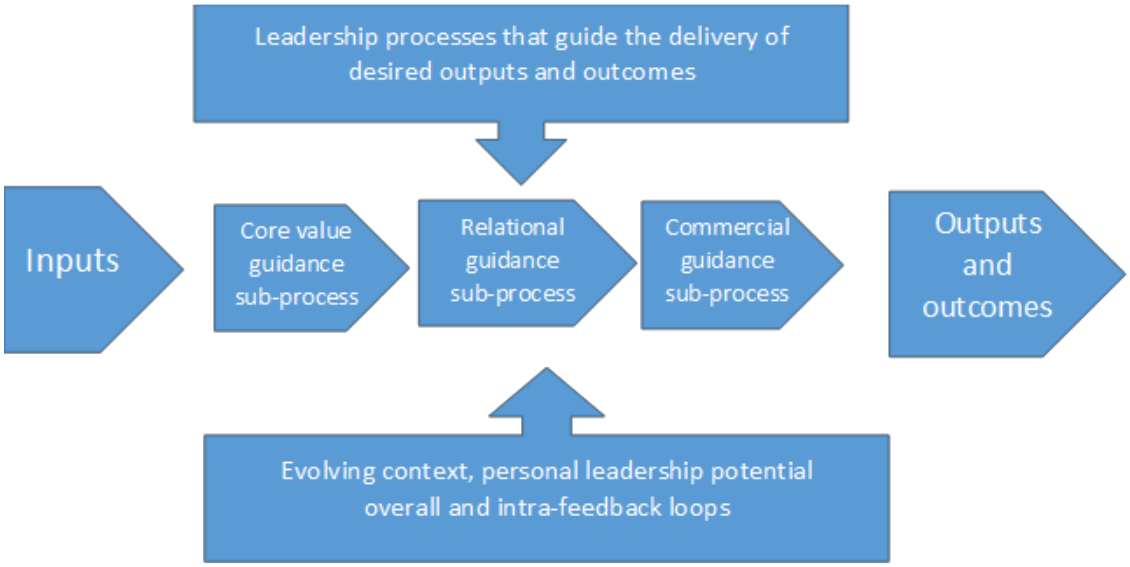


Figure 1: PCLP – A system perspective (*Fayed, 2018)*

1.2 The Proposed PCPL and Key Leadership Implications

Exploring the researcher's evolving context through the Strategic Arena Network (SAN) (section 1.3) shows how changes over time positively influence their process of reviewing the most appropriate model or leadership theory.

By combining the framework and historical feedback loops, the researcher developed a foundational understanding of their behaviours and practices, which outlined the initial PCLP. As outlined by Fayed (2024, p. 1), the PCLP is a "set of values-driven behavioural leadership guidelines," and its purpose is "to secure desired outcomes, given relevant inputs and specific evolving circumstances." According to the researcher, it is about creating a model that can provide guidance when dealing with key challenges and how these can be mitigated. It further addresses the relationships between leadership theory, practice and development.

This integrative model of the researcher's organisational leadership is based on inner meaning, leader values, vision, knowledge and experience.

As shown in Figure 2, the PCLP outlines six steps that represent the SEC model of the researcher, which define six essential capabilities. Building awareness of leadership theories and frameworks helps the researcher develop a personal approach, which will be the transformation that raises leadership to the next level (Bass & Riggio, 2014). Given the business environment has become more challenging, especially due to inflation and the COVID-19 crisis, the PCLP generates high levels of leadership

performance in normal and crisis situations. Thus, it offers a practical model for guiding the researcher.

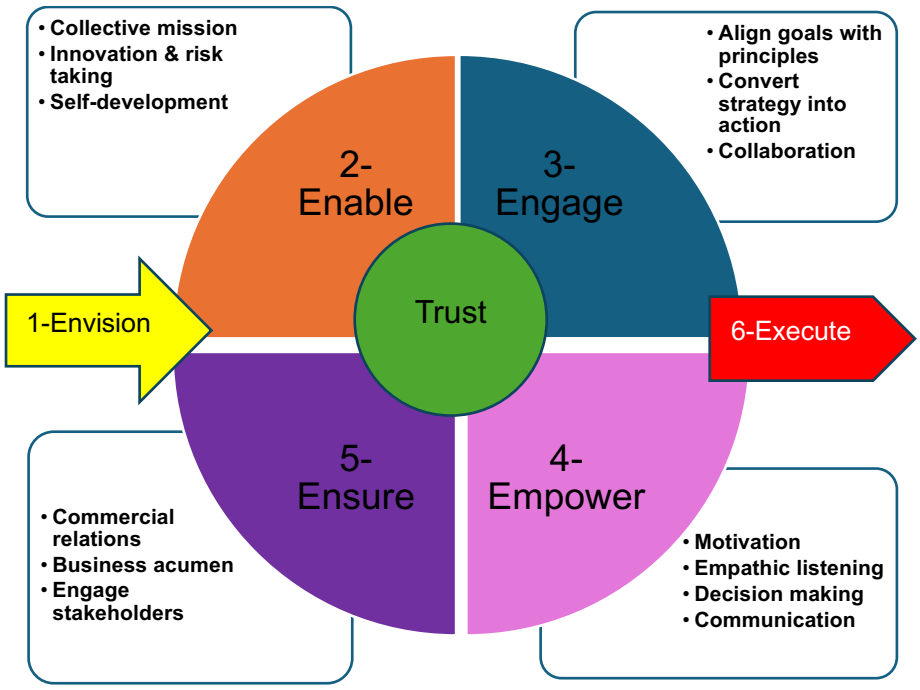


Figure 2: Initial PCLP model

Source: The researcher's PCLP model

When a leader inspires their follower by conveying a clear vision of the company's goals, a distinct passion for the work, an ability to encourage change and motivation towards goals, they are transformational (Bass & Riggio, 2014, p. 5). Based on this theory, the researcher has developed a personal approach, which will likely be a blend: transformational leadership raises leadership to the next level (Bass & Riggio, 2014, p. 4) and principle-centred leadership provides invaluable vision and direction (Covey, 1992, p. 20).

The SEC model defines six essential capabilities that strengthen the individual's and team's capacity for navigating and helping leaders to stay on track in normal and across different levels of complexity and help the organisation to grow.

Drawing on the above discussion, findings suggest each leadership position is unique, depending on the context and leader's situation. The researcher's work experience and the PCLP guides assist with the following leadership implications:

1. **Paradigm development**: Over the past 20 years, the researcher has worked on and refined leadership competencies from their knowledge and experiences. The

most important thing is to grow and develop the values needed for continuing leadership. The researcher concurs with Bennis and Nanus (2003), who argue that transformational leaders develop an organisation's vision, grow commitment and trust among workers, and facilitate organisational learning. They also found that leaders should begin the transformation by "getting the right people on the bus and the wrong people off the bus and then figure out where to drive it" (Collins, 2001, p. 13).

2. **Continuously learn and develop**: The step after choosing the right people is to train everyone according to their talents and skills. It is important that leaders stay aware and invest in learning and training. It is about creating capability and confidence; considerate leadership is when leaders provide support, mentoring and coaching (Bass & Riggio, 2014, p. 5).

3. **Empower effectively and foster a culture of confidence**: According to Covey (1992, p. 69), leaders can transform organisations and people foster this confidence culture by communicating vision, clarifying purpose and building trust. However, this is not enough, according to Marquet (2012, p. 206), who believes passive followers can turn into active leaders through building trust and taking care of employees by giving them control over their work and letting them make meaningful decisions. The researcher started this practise with their team and it has been beneficial. For example, when developing innovative services, the researcher emphasises creative capabilities such as brainstorming and ensures the team is part of decision making.

4. **Foresight**: The researcher is planning to incorporate the concept of foresight into their PCPL, defining it as the capacity to anticipate and prudently prepare for the future (Loveridge, 2009). Two key points will be emphasised. The first point stresses the importance of making their vision explicit within the organisation. By doing so, individuals within the organisation can better connect with and align themselves to this vision. This step primarily revolves around effective communication. The second point pertains to creating a structure that enables everyone in the organisation to explore forward and understand the strategic changes required to fulfil the leader's vision. This aspect involves acquiring and applying tools and skills to think and plan beyond the present. These tools and skills can range from simple practices like asking about new

developments during regular meetings to more complex techniques, such as developing scenarios to explore alternative future possibilities.

1.3 Organisational Context

As a dedicated leader, educator and mentor, the researcher has built their personal and professional life around fostering innovation, nurturing talent and empowering individuals and emerging leaders to create impactful change in society at all levels. Their teaching philosophy and leadership practice are grounded in values-based leadership, promoting ethical decision-making and leveraging strategic foresight to help organisations thrive in uncertain environments.

The researcher has had the opportunity and good fortune to serve in various leadership positions and observe others in similar roles. The researcher first experienced the application of leadership when operating a retail optometry practice. They then transitioned to the education industry and was exposed to different leadership applications – as a university lecturer and tutor as well as a director on a board of an educational organisation. This exposure supported the understanding that distinct styles of leadership and knowledge are required in different contexts.

Years later, the researcher accepted an invitation to be a member of the board of trustees for a charity organisation. This role was to provide, with the other board members, strategic leadership and direction to formulate policies and ensure the organisation's good performance and innovation. The researcher was on the board for six years and for half this, they were also a consultant to the CEO, playing a vital role in providing leadership and assisting the CEO to implement the organisation's approved strategy. Despite the challenges, this experience was interesting and rich in developing deeper knowledge on how to serve people, align values with the organisation's and experience the difference between a leader and manager. This exposure to different leadership practice helped the researcher realise the gap in their community for developing competent leaders.

After many years of experience, the researcher decided to found, at the end of 2020, a leadership and management consultant firm, the Aspire Leadership Network (ALN), whose vision is to develop a pipeline of diverse and innovative future leaders for the wider society at each level.

1.3.1 ALN's Background

ALN was born from a unifying desire to empower and transform individuals and communities. Its unique mission promotes leadership excellence and innovation in business and community through leading programs grounded in proven theory and sustainable techniques. ALN is a small Australian management consulting firm that started with just one shareholder, who was its founding director. In 2022, ALN expanded to four shareholders.

ALN's focus is workshops and seminars to build emerging leaders who are pursuing clarity in their direction and purpose in their professional and personal lives. ALN started with only one centre, which includes the services shown in Figure 3.

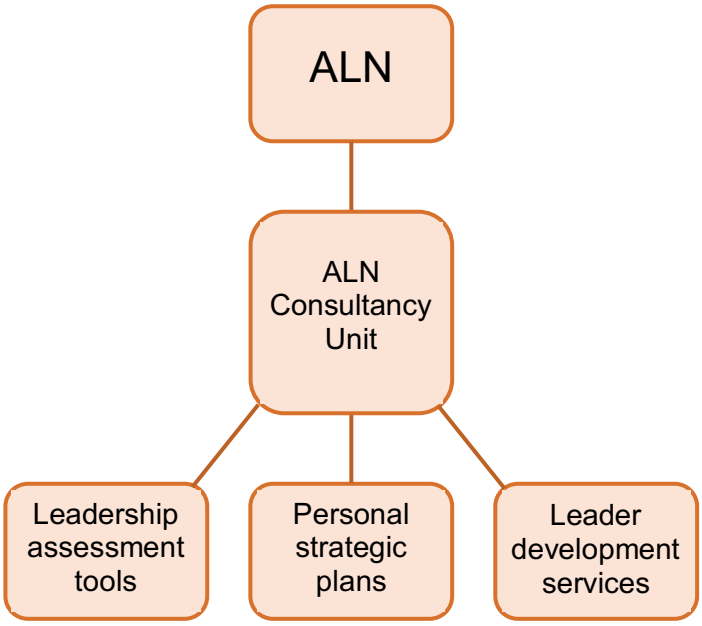


Figure 3: ALN's first service chart

Source: R. El Ayoubi

The three services provided by the consultancy unit are presented in Table 3.

Table 3: ALN's services

Consultancy unit	**Leadership assessment tools**	**Leader development services**	**Personal strategic plans**
Services	Identify leaders' capabilities and describe what stands out best in them.	Personal growth Action planning Goal setting	Motivate leaders to achieve their goals and help them be

	Determine what skills they need and how a leader would fit into a role in an organisation based on this assessment.		consistent in their actions. Decide where to put their energy and help them to balance the different aspects of their life and when to take corrective steps if something is out of balance.

Looking ahead and as part of the new strategy plan, ALN's founding director decided to add two new units: the Education Unit and Management and Organisational Development Unit, as shown in Figure 4. Thus, the announcement of a positive outlook for the upcoming five financial years (2023–2028) and major expected investments by partnering with companies and government agencies as its future strategies to the post-pandemic era, considering one critical question: How can ALN strategically and effectively accommodate sustainability and innovation to capture value for its stakeholders and the public?

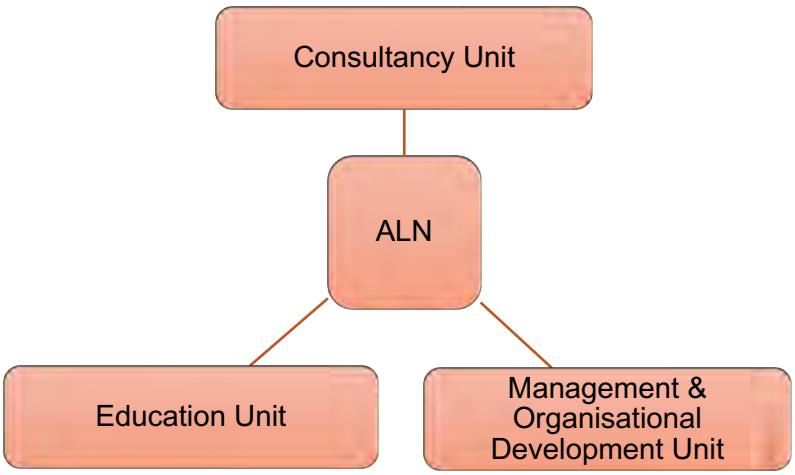


Figure 4: ALN's current service chart

Source: R. El Ayoubi

It is evident from the data that hierarchical organisations are partly replaced by inter-organisational networks that can describe the new reality created by complex social, economic and technological changes (Achrol & Kotler, 1999; Baum & Rawley, 2008).

In a rapidly changing environment, especially after the COVID-19 wave in January 2020, it became necessary to focus on key areas within the strategic management development and improve ALN's strategic position to overcome uncertainties. By positioning ALN's business along its value system, "cognitive anchoring" can be achieved, enabling professionals to focus on their respective areas of competence (Coman, 2008).

1.3.2 ALN's Strategic Arena

Moving from theory to practice, in his major work on strategy, M. E. Porter (2011) examines rules that companies have been practising for almost two decades. He notes that companies must respond flexibly and rapidly to competition and market changes through continuous benchmarking to achieve best practice, outsourcing aggressively to gain efficiencies and nurturing a few core competencies to stay ahead (p. 1). With his emphasis on strategic positioning, Porter provides a powerful tool to achieve sustainable competitive advantage by preserving what is distinctive about a company.

In taking up Porter's ideas of preserving what is distinctive about a company and Coman's strategy of positioning a business along its value system, the researcher analyses the Strategic Arena (SA) map and demonstrates its application for decision making.

The discussion of ALN's SA map – as shown in Figure 5 – illustrates its strategy on providing managers and executives with management consultation services via only the ALN Consultancy Unit. Given the high competition in the management consulting industry in Australia, this strategy proved ineffective. ALN suffered losses, so extended through different services and products by offering an open system approach to encourage innovative demand generating contributors from independent stakeholders. Thus, it established two new units, as mentioned in Figure 4 This strategy enabled ALN to reduce its costs and deploy advanced services and products.

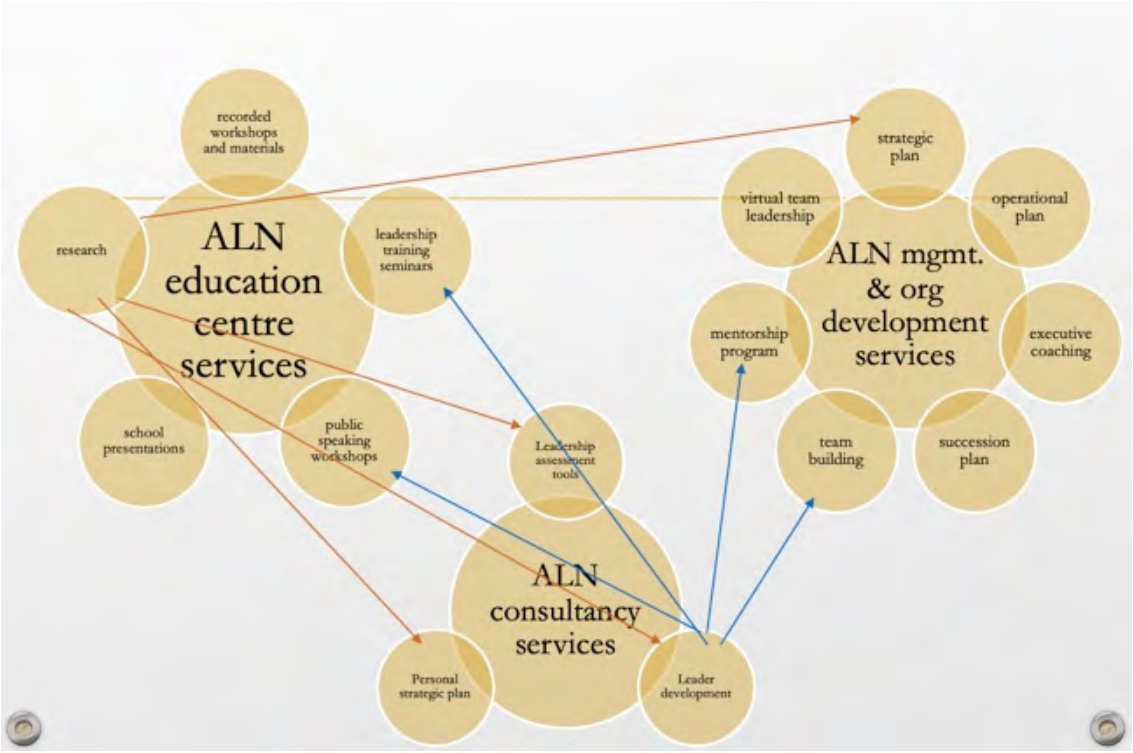


Figure 5: ALN's Strategic Arena map

Source: R. El Ayoubi

ALN built its SA map:

1. Expanded its services and supported stakeholder demand systems with supply systems (Figure 5), including research, workshops, leadership training seminars, public speaking workshops, school presentations, personal strategic plans, assessments tools, leader development, mentorship programs, virtual team leadership, strategic, operational and succession plans, executive coaching and team building.

2. Developed its value system by providing leadership training based on research and proven theory and techniques through its leading programs. Also, ALN focused on the "Personal Strategic Plan" program, which is distinctive and popular.

3. Collaborated with partners and government agencies to anticipate a broader demand system and future market extensions.

4. Introduced new products based on a digital platform and new technology apps. These products ensure sustainable access to workshops and instantly connect mentees to mentors during the mentorship program.

The above points subsequently opened the way to the actions shown in Table 4.

Table 4: Actions of the new strategy

Action	**Implement**
1	New competencies to handle demand
2	Sustainable and innovative services and products
3	Segment market for English and Arabic professional audiences
4	Presence at professional functions as part of a new marketing plan
5	A change in human resources: more employees, more technology professionals
6	More business development aimed at identifying potential corporate managers and executives

Source: R. El Ayoubi

Within this context, it is important that the SAN serves ALN's demand system and comprises its supply system ("Module 1: The business ecosystem," 2022). That said, strategising in a competitive market is not easy and one should remember to manage the supply chain. This supply chain comprises supply and demand that work together to create a balanced and competitive market.

Early work on the demand and supply system occurred in the 18th century. The primary work comes from Adam Smith (Smith, 1776), who articulates a labour theory of value as well as the concepts of demand, supply and market adjustment. He separates demand and supply into separate factors. Adopting a different approach, Mill (1969) brings demand and supply together in a theory of equilibrium. Mill and Smith highlight the importance of product value regarding the variation of demand and supply.

A review of the SAN approach has become more important in management theory and practice in recent years (Barczak et al., 2021, p.13). This network approach is based on the claim there are many participants in commercial transactions other than suppliers and customers. This creates a complex network involved in various forms of exchange, affecting transitions and the state of relations between supplier and buyer, during and between transactions (Sashi, 2021). It also indicates an organisational risk approach as well as the risk level that organisation can absorb (Schein, 1992).

In respect to ALN's position along its value system, effectiveness is needed in the supply chain by enabling professionals to focus on their respective areas of competence (Coman, 2008, p. 308). Figure 6 illustrates ALN's supply chain, which is depicted top-down and relates to its distribution system, advertisements and customer segmentation. Thus, by scanning the supply system from the top (raw materials) to consumption (individuals, organisations and schools), which are the end users or customers, one learns how value is added when products and services are refined in their flow down the value system.

The above analysis demonstrates that incorporating sustainability and innovation in strategic business planning can empower and motivate the whole organisation to take the right actions (Hatami & Segel, 2021). The SAN map creates a picture of the key players in the strategy plan and helps translate ALN's strategy into an action plan.

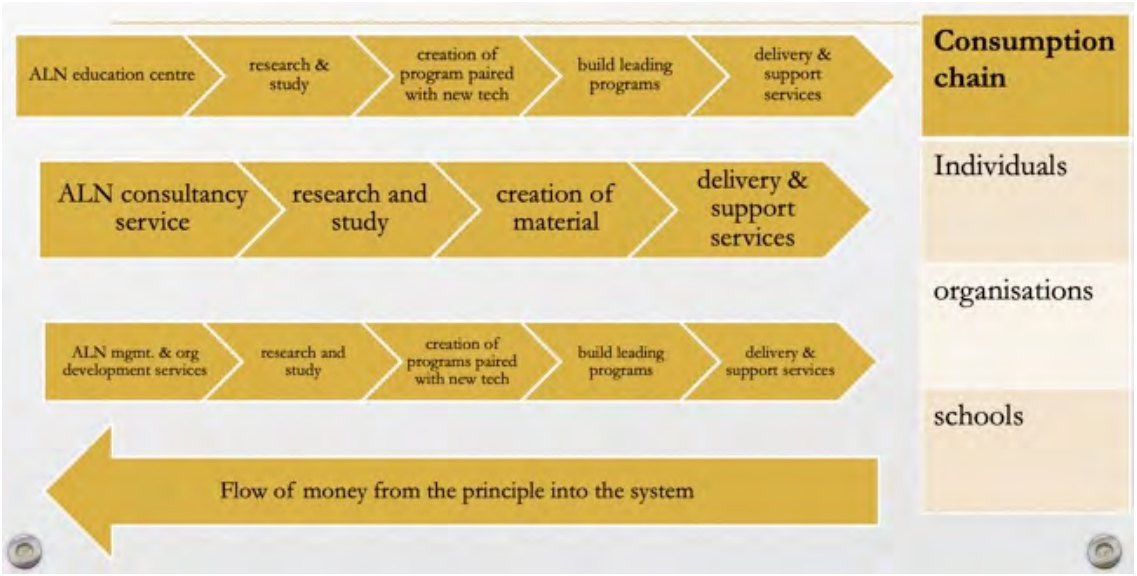


Figure 6: ALN's supply chain system

Source: R. El Ayoubi

1.3.3 ALN's Strategic leadership issues

Henry Mintzberg (1994) argues that strategic planning is a contradiction because it is not possible to concurrently plan and be strategic. However, planning strategically means a company is proactive rather than reactive and creating opportunities rather than responding to them (Irwin, 2002, p. 4). Driving a company forward and ahead of aggressive competitors requires early identification and assessment of current and potential strategic issues ("Module 1: The Business Ecosystem," 2022, p. 3).

To identify strategic issues, the researcher integrates a high task-and-relation-oriented leadership approach; thus, two primary methods are used in this report – PESTEL and SWOT analyses for the SA – followed by identification of the most important strategic issue, the inter-relationships for this issue and ways to address them.

PESTEL analysis

A PESTEL analysis gives a comprehensive outlook on an organisation's external environment and enables identification of improvements in key aspects such as human capital, management and leadership strategy (Perera, 2017, p. 6). ALN's SAN, industry surroundings and other influencing factors are considered in the PESTEL analysis, as shown in Figure 7.

Political	**Economic**
- Diminishing capacity for government to invest in research - Challenges of accommodating regulatory change	- Market saturation with training services. - Inflation - Change in people's spending habits
Social	Technological
- Collaboration with partners and government agencies	- Rapid spread of technology
Legal	Environmental
- The COVID-19 crisis has given rise to operational and legal risks	- The challenge of hybrid work

Figure 7: ALN's PESTEL analysis

Political

The Australian government's capacity to invest in research is diminishing due to inflation and broader economic pressures, resulting in reduced funding for new projects (Croucher & Locke, 2020, p. 3). This poses indirect risks for organisations like ALN that leverage research-based models. Moreover, changes to regulations in areas such as workplace compliance and data privacy demand regular monitoring and adaptation (OECD, 2024). The challenge for ALN is ensuring its services remain aligned with evolving government priorities without over-reliance on external funding streams.

Economic

Management consulting is a significant industry in Australia and an important part of the economy. Over the past ten years, the number of management consultants has grown by 63.18% in Australia (Benchmarking Data & Research. n.d.), but the market is becoming saturated. Due to this significance, ALN is facing high competition due to market saturation with both boutique firms and global consultancy services. However, demand for leadership development in hybrid and disrupted environments remains steady.

Adding to this challenge, inflation in Australia hit 6.1% in the quarter ending 30 June 2022, which is the highest level recorded since 1990 (Martin & Hattingh, 2002). This is the result of several factors, including fiscal stimulus measures put in place during the pandemic, the effects of the war in Ukraine, particularly on energy prices, and the strong demand for goods and services following the opening of borders and easing pandemic restrictions. Given that similar inflation levels have not been seen for over 30 years, many businesses and finance professionals have limited experience of operating in such a high-inflation environment (Martin & Hattingh, 2002).

The change in people's spending habits to only buy important things was a big threat for ALN. This change was explained by the high unemployment percentage during the COVID-19 crisis. Unemployment was estimated to peak at 10% in 2020 and gradually reduce to around 6% over the next two years (Lowe, 2020).

Social

Post-COVID-19, expectations of work and leadership have changed. There is greater emphasis on mental health, wellbeing, flexible working and inclusive leadership. ALN has an opportunity to position itself as a provider of values-based leadership programs that resonate with these shifts. However, it must also contend with evolving client expectations around cultural competence, diversity and impact-driven outcomes.

Although inflation is a serious challenge in Australia, ALN's director knew it was an opportunity to introduce initiatives and more projects and continuously refresh its curriculum and delivery style to remain relevant and resonant.

Technological

In the wake of the pandemic, technology became essential for ALN consultants who adopted a hybrid way in blending technology and business communications. Due to ALN's challenges in terms of technology, its director understands the need for a digital platform and allocates funds to the technology department. ALN transitioned to hybrid delivery models but must now invest more significantly in digital capability—such as learning management systems and virtual engagement tools—to compete with tech-enabled rivals. The challenge lies not just in adopting tools, but in ensuring they enhance the learning experience.

Legal

With rapidly moving regulations around privacy and employment law, virtual service delivery (especially across jurisdictions) requires vigilance. Small organisations like ALN may lack the internal legal capacity to stay ahead of changes, making them vulnerable to compliance risks. Clear governance mechanisms and updated contractual templates are necessary to mitigate legal exposure. ALN's obligation is to update its knowledge about legislative amendments and demonstrate compliance leadership to understand and respond to as part of incident or crisis management teams to help navigate potential issues.

Environmental

Due to the changing work environment, emotions run high and require coordination and collaboration (Cameron de Vries, 2021). Also, environmental, social and governance (ESG) expectations are rising across sectors. Therefore, clients increasingly expect service providers to have sustainability policies and contribute to social impact. For ALN, this means integrating ESG themes into its leadership curriculum and demonstrating its commitment to environmental and social outcomes (e.g., ethical sourcing of materials and equitable access to programs).

There has also been renewed focus on environmental and social responsibility, helping to focus on sustainable projects. For instance, ALN partnered with a range of providers to support this initiative, including corporates and schools that have significantly expanded commitments to ESG (Environmental, Social and Governance) investment in recent years.

While the PESTEL framework offers a broad view of environmental influences, its limitation lies in the lack of prioritisation. For ALN, its value is best realised when integrated with other strategic tools based on foresight contribution and strategic decision making. Moreover, not all categories are equally relevant—emphasis should be placed where strategic impact is most likely.

SWOT analysis

SWOT analysis has four components. It identifies strengths and weaknesses, which are internal factors to the organisation, as well as opportunities and threats, which are external factors). SWOT analysis helped the researcher gain a different perspective that was critical to success.

According to Figure 8, the SWOT analysis has a structural approach for the researcher to translate the categorised elements into action, which is a planning tool.

Strengths	**Weaknesses**
- Leading programs grounded in proven theory in a sustainable way	- Technology gaps - Communication breakdown across teams
Opportunities	Threats
- Innovation - Development opportunities at national and international levels	- High competition

Figure 8: ALN's SWOT analysis

Strengths

ALN's major strength is in providing leadership training through leading-edge programs grounded in proven theory and techniques. This attainable objective is setting high credibility in the program area combined with systematic commitment on leadership excellence and innovation.

Weaknesses

The researcher noted procedural delays and loss of initiative due to communication problems between managers and employees. This resulted in misunderstanding as well as incorrect decision bases. This major weakness can cause a communication gap between staff and managers.

Another major weakness is the technology gap. A development innovation capability at ALN is required as a possible solution. For instance, outsourcing an IT support service to create a digital platform for ALN helps mitigate this weakness and develop creative strategies.

Opportunities

ALN has been creative and innovative, encouraging employees to create new projects ideas and engage them effectively in decision making. Remote working arrangements are now the norm; thus, ALN required a new development approach, an innovative way to connect online and a new mindset to creating opportunities at national and international levels to stay productive.

Threats

ALN faces high competition due to saturation in the management consulting services market in Australia. To outperform competitors, ALN adopted R. S. Kaplan and Mikes' (2012) ways to deal with this challenge. They assert that organisations cannot rely on a single set of measures but need appropriate balance. For instance, ALN focuses on expanding services and products and concentrating on what is distinctive in its workshops.

Using the SWOT and PESTEL analyses, the researcher found it easier to select the most important strategic issues and define corrective actions on their SEC model.

The selected strategic issues and their proposed resolutions

For ALN to respond to crises and uncertainties, it needs to reassess its business strategy. One of the key steps in reviewing strategy is understanding ALN's context and the uncertainty it faces.

Illustrating the structural analysis map of the SA and results of the PESTEL and SWOT analyses make it easier to capture the disruptive strategic issues and map a framework for their resolution. These issues need to be addressed to avoid unintended consequences ("Module 1: The Business Ecosystem," 2022, p. 3).

Several strategic issues are substantial to ALN's strategy because of their long-term impact: **market and competitive pressures**, **cash flow pressures** and **IT and technology gaps**. However, dealing with these issues involves addressing other

problems and their interrelationships ("Module 1: The Business Ecosystem," 2022, p. 4).

For years, organisations have been encouraged to build and implement strategies that enable them to outperform their competitors (Irwin, 2002, p. 5) and avert the **market and competitive pressures** ALN is encountering. As a result, several issues were identified: **difficulty satisfying demanding customers**, **declining school presentations' market** and **difficulty engaging stakeholders**, as shown in Figure 9.

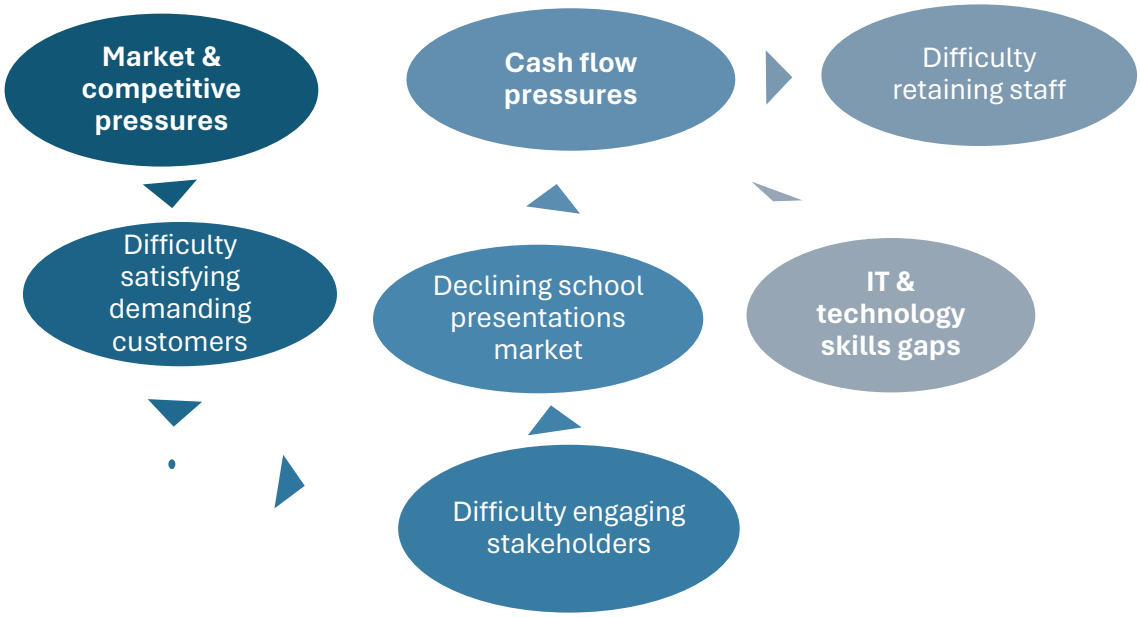


Figure 9: ALN's strategic issues and their interrelationships

Source: R. El Ayoubi

ALN's director noted the **market and competitive pressures** strategic issue is linked to the second substantial strategic issue, which is **cash flow pressures**. According to the analyses, findings unmask other connected issues: **difficulty retaining and developing staff**, **difficulty satisfying demanding customers**, **declining school presentations market** and **IT and technology skills gaps**.

ALN has started considering its potential risks over the next five years and possible resolutions to successfully mitigate the strategic issues. These can be addressed by inviting shareholders and staff to contribute to the solutions. They suggest that discussion should focus on three areas:

- ALN's vision and mission

- Stakeholders
- Continuous improvement

According to R. Kaplan and Norton (1992), a typical business first defines its vision, then considers the financial objectives to achieve that vision and ensure happy customers. It needs to think about continuous improvement and development requirements. As a starting point for resolutions, the researcher highlights the importance of whole team participation in the decision-making process, including:

- **Strategic positioning issues**: Focusing on ALN's vision and mission statements gives insights to its leaders to preserve what is distinctive about the academy, which is promoting leadership excellence and innovation through programs that are grounded in proven theory. According to M. E. Porter (2011, p. 5), strategic positioning is achieved through sustainable competitive advantage by preserving what is distinctive. Hence, the focus at ALN is presenting more "personal strategy plan" workshops that eventually will generate cash and mitigate the **cash flow pressures**.

- **Developing a stakeholder strategy in parallel with business strategy**: According to S. Anderson (2020, p. 41), stakeholder engagement is practised by building continuous meaningful stakeholder relationships and developing a stakeholder strategy in parallel with business strategy to understand the changing environment. This allows the organisation to effectively deal with crises, create long term relationships built on trust that help mitigate risk, and innovate and create new business opportunities (S. Anderson, 2020, p. 41). Also, engaging with stakeholders provides benefits including enhanced reputation, strengthened capabilities, better ability to mitigate risk, and potential access to new markets and business models (Jeffery, 2009, p. 27). Accordingly, the researcher has found that stakeholder engagement contributes to business viability and mitigates strategic issues.

- **Continuous improvement issues**: When leaders focus on creating sustainable services that are based on innovation, this practice promotes sustainable decisions by recognising and communicating the needs and interests of all participants and constitutes a promise that stakeholders' contributions will influence the organisation's decisions (Jeffery, 2009, p. 12). In seeking

sustainability through its products and services, ALN must ensure effective adaptive innovation capability through building and sustaining an in-house innovation capability ("Module 1: The Business Ecosystem," 2022, p. 8). This capability will help to mitigate **cash flow pressures** and **IT and technology skills gaps** by introducing new products based on digital platforms.

As a result of the COVID-19 crisis, the business situation reveals the importance of implementing technology strategies that are crucial for effective internal and external communications. However, the technology solutions have been rolled out in panic at ALN because of its weakness in **IT and technology skills**. This third substantial strategic issue has had negative consequences on ALN's performance and is linked to other issues, including **cash flow pressures**, **declining school presentations market** and **difficulty to engage stakeholders**.

ALN's director needs to understand the possible organisation risks if the technology issue is not sustainably addressed. One of the resolutions is allocating funds to the technology department to scale up ALN with digital platforms and apps. Good technology communication needs to be effective all the time, not just during crisis.

In a rapidly changing environment, it is necessary to monitor ongoing developments and impacts to ensure that addressing one issue does not create negative consequences for related issues ("Module 1: The Business Ecosystem," 2022, p. 6).

The above three resolutions cover the most important areas to mitigate the risks of the selected strategic issues and interrelated concerns. It may also become necessary to mention the proposed issue resolution action must secure support through dialogue that includes all relevant stakeholders ("Module 1: The Business Ecosystem," 2022, p. 8).

The above analysis demonstrates that incorporating sustainability and innovation in strategic business planning can empower and motivate the whole organisation to take the right actions (Hatami & Segel, 2021).

Exploring the researcher's evolving context through SAN and the strategic leadership issues – extracted from PESTEL and SWOT analyses – show how changes over time positively influence their process of reviewing the most appropriate model or leadership theory.

1.4 Significance of the Study

Despite growing awareness of strategic foresight as a critical tool in uncertain business environments, prior research has often lacked an integrated model that links foresight capabilities with leadership development in the context of management consulting industry and remains underexplored in academic literature. Prior studies (Rohrbeck, 2010a; Rohrbeck & Schwarz, 2013a) have primarily focused on foresight processes in corporate innovation or public policy but often overlooked how personal leadership paradigms—especially contingent—intersect with strategic foresight in practical, organisational settings.

Additionally, research highlights a lack of practical insights on how foresight is applied and evaluated within organisations (Rohrbeck & Kum, 2018b). Few studies explore its integration with strategic planning, innovation and operations (Gordon et al., 2020).

Evaluation remains challenging due to the diversity of foresight projects, requiring context-specific approaches rather than a universal model (Makarova & Sokolova, 2014). Barriers such as limited resources, lack of evaluation skills, and low interest in outcomes hinder adoption (Association of Professional Futurists, 2022). Foresight practitioners often work in isolation from implementation teams and follow-up activities are rarely resourced or executed (Poteralska & Sacio-Szymańska, 2014). Finally, foresight's perceived ambiguity and undervalued impact contribute to organisational hesitance (Rohrbeck & Kum, 2018b). This disconnect limits real-world application of developed frameworks.

There is also a notable gap in academic literature on foresight implementation in the consulting industry—apart from the researcher's 2024 publication (El Ayoubi, 2024). However, industry interest, as reflected on several consulting firm websites (Boston Consulting Group, 2025; DRN Consult-Train, 2025; Qvest, 2025), underscore the urgency of addressing this gap.

This study addresses a critical gap in understanding how strategic foresight can be effectively developed and applied within the management consulting industry—an industry increasingly confronted with rapid change, uncertainty and complexity. By proposing and refining a Strategic Foresight Model (SFM), this study builds on the leader's Personal Contingent Leadership Paradigm (PCLP) adaptive guidance capabilities, which evolved through the researcher's leadership journey.

1.5 Objectives and Research Questions

The aim of this thesis is to illustrate the PCLP, also known as the SEC model, and its evolution, highlighting how changes over time have shaped the researcher's understanding of leadership effectiveness. This Critique builds on the PCLP's adaptive guidance capabilities and, as a result, defines and describes the SFM. In this thesis, the researcher argues that the SFM is essential for promoting good practices in management consulting organisations. To do so, more knowledge is needed about effective practices that suit different contexts. Peters and O'Connor (2002) highlight the challenges of managing radical innovations, particularly where conventional models fall short or are evolving. In such contexts, the SFM offers a valuable forward-looking approach that enables organisations to anticipate change, build adaptive capacity, and navigate uncertainty.

The SFM is proposed as a framework to enhance leadership effectiveness and contribute to long-term strategic success in management consulting organisations. Specifically, it explores how foresight capabilities can strengthen organisational adaptability, strategic responsiveness, and the ability to navigate discontinuous change. The development of the SFM resulted from two key elements: first, the evolution of the PCLP; and second, the use of case studies to validate, refine, and complement the foresight capabilities identified within the PCLP.

In consequence, this study contributes to two primary contributions – managerial and theoretical – based on several objectives:

- To illustrate the PCLP, also known as the SEC model, and its evolution, highlighting how changes over time have shaped the researcher's understanding of leadership effectiveness.
- To define and describe a SFM that enables organisations to measure and strengthen their capacity for long-term survival and innovation.
- To demonstrate how a leader's foresight capability contributes to organisational ingenuity by improving the ability to detect discontinuous change and pursue radical innovation.
- To examine the challenges associated with developing foresight-based strategies in environments characterised by uncertainty.

- To develop a contemporary, future-oriented approach to strategy formulation, supported by a structured foresight screening process.

This study enhances foresight practices and is guided by three research questions (see Table 5).

This research contributes to the advancement of strategic foresight practices by offering a structured model that can be adapted to management consulting contexts. In doing so, it bridges the gap between academic understanding and practical foresight application in leadership and management consulting.

Table 5: Summary of the research questions, their importance and the expected benefits or insights from addressing them and their link to case studies

Research question	**Importance**	**Expected benefits/insights**	**Case studies**
1. How does a leader's effectiveness, as measured by their foresight contributions and strategic decision-making in the face of uncertainty, impact an organisation's long-term success, adaptability to discontinuous change and capacity for radical innovation?	Understanding the fundamental components of foresight practices. Leading with foresight: The impact of a leader's strategic vision on organisational ingenuity.	Shows how changes over time positively influence the researcher's process in creating their PCLP with a holistic view of leadership effectiveness based on measuring the foresight contribution and strategic decision-making that are required in this time of uncertainty and change and into the future.	**A**: This case focuses on the researcher's leadership development and transformation journey (2012–2023), particularly the evolution of the PCLP. This takes the form of a longitudinal case study. In this situation, this case study focuses on the leader and the emergence of the SEC model as a result of their journey.
2. What are the key elements of foresight practices? What are the levels of proficiency within these elements?	Assessing proficiency levels to identify strengths and weaknesses. Designing an effective framework for practical foresight application.	Provides foundational understanding of foresight, enabling the development of effective strategies and processes. Helps to gauge organisational readiness and areas that require improvement for effective foresight implementation.	**B:** Through this case study, the researcher selected five leadership and consulting firms to answer questions and evaluate the SFM's value at the organisational level, relying on the 2017 data and answers given by the respondents.

Research question	Importance	Expected benefits/insights	Case studies
3. How can strategic foresight contribute to leading and managing discontinuous changes and crisis?	Exploring the role of foresight in navigating disruptive events.	Provides insights into the strategic use of foresight as a tool for crisis management and adaptation in a rapidly changing environment.	**C:** Through this case study, the researcher selected five leadership and consulting firms to answer questions and evaluate the SFM's value at the organisational level, relying on the 2022 data and answers given by the respondents.

1.6 Relevance of Research

This research contributes to management and leadership practices and adds theoretical contributions to existing literature.

From a managerial perspective, it presents an evaluation framework for leadership effectiveness and introduces an update to the PCLP. It also provides practical insights into the application of a SFM and shares best practices for implementing foresight systems that ensure long-term organisational survival. This model offers management consulting organisations a systematic and future-oriented approach to navigate complexity and discontinuous change, thereby advancing management practices (Camp, 2003a). Additionally, the research optimises the SFM by integrating it into real-world contexts, making it more actionable and relevant for leaders.

The **practical problem** addressed in this research arises from the difficulty faced by leaders in the management consulting industry to maintain strategic responsiveness and adapt effectively to uncertain, fast-changing environments. There is a lack of structured models that integrate strategic foresight with contextual leadership capabilities. This gap affects decision-making, innovation, and the ability to manage disruptive challenges.

This problem focused on the development of the research questions, which explore how leadership effectiveness can be enhanced through a foresight-based framework and how the PCLP can evolve to meet current leadership demands.

The theoretical contributions focus on advancing strategic foresight by applying contingency theory to identify and integrate contextual factors. The research enhances foresight competencies by pinpointing key elements for system optimisation and

defining proficiency levels with normative recommendations for value creation and adaptability. It further explores the connections between strategic foresight, innovation, culture, and disruption management, and identifies the necessary competencies for effective foresight implementation.

1.7 Research Methodology and Thesis Structure

The goal of this study is to develop a more contemporary future innovative approach linked to the strategy development. This is a relatively new field, thus exploratory methods are suggested as the research method (R. Yin, 2003). Also, case studies are particularly suitable for securing strong qualitative research (Langley, 1999); therefore, case study analysis is an important tool for empirical investigation and theory building (Shavelson & Towne, 2002). Multiple case studies will typically generate a more robust and testable theory (Eisenhardt & Graebner, 2007). For this study, case studies from the consulting firms were selected to test the value of the SFM.

The study employs a variety of data collection instruments, including interviews and external academic publications. These tools will facilitate direct validation of the researcher's interpretations of the interview responses. For qualitative data analysis, the research will leverage NVivo14, which is powerful software designed to organise and store various types of documents based on their information sources and content.

In the context of this study, a comprehensive code system will be established. Codes will be developed through deductive means, drawing from existing literature, and inductive approaches, derived from the data collected. This process will involve identifying codes to capture intriguing facets discovered while reviewing the documents.

Additionally, the study seeks to pinpoint specific behaviours and characteristics exhibited by leaders who exercise foresight within the executive realm of leadership. This exploration will encompass daily operations as well as responses during times of crises. This investigation will not only shed light on the distinctive behaviours and attributes of foresighted executive leaders in daily business activities but will also delve into how these attributes have evolved amid the challenges posed by inflation crises and the COVID-19 pandemic.

This thesis has six chapters. The first chapter introduces the reader to the researcher's leadership journey. It outlines the research context, providing a background

contextualising the evolution of the researcher's leadership experience and leadership gaps over the past decade. Therefore, the chapter presents a summary of their leadership journey. Accordingly, it explores ALN's organisational background, SA and strategic leadership issues. Exploring the researcher's evolving context through the SAN and strategic leadership issues – extracted from PESTEL and SWOT analyses – show how changes over time positively influence their process of reviewing the most appropriate model or leadership theory. Building on this understanding, the chapter proposes the initial PCLP. This chapter outlines the critical evaluation of the proposed PCLP. It encompasses key insights on leadership practices derived from the research and a concise overview of anticipated leadership challenges in the upcoming period Additionally, the study's significance, objectives, research questions, methodology and thesis structure are major issues treated in this chapter.

Chapter 2 provides understanding of the significance of strategic foresight in the context of the literature review and a review of existing literature that delves into the relationship between foresight and the enhancement of strategic planning. Also, it assesses scholarly contributions aimed at enhancing comprehension of leadership practices. Exploring the literature is essential to build the foundation of a theoretical framework to tackle the research questions through exploration and understanding the definition and context of strategic foresight. Therefore, two primary perspectives are developed, which form the research framework for this literature review: First, the strategic management and planning perspective, which includes research on management and leadership theories, strategic planning and uncertainty – supported by the management discipline of foresight – and environmental scanning. Second, the innovation management perspective that includes innovations, working with scenarios and disruptions.

Chapter 3 explicates the research methodology and questions that need to be addressed and the three case studies to develop and justify the researcher's PCLP: The Six Es Capabilities (SEC). Drawing from the philosophical underpinnings of enquiry philosophy and the case studies analyses, it outlines the approach undertaken to explore the research questions or propositions. This chapter details the methodology used to examine the theoretical model established in Chapter 1 and to address the research questions discussed in the same chapter. It presents the research process, aim and contribution to advancing theory, the research strategy and justification for the research method used as well as the reasoning behind not selecting other methods. Additionally,

this chapter describes the case study methodology, appropriateness of the method selected, details the case study design and selection of the case studies as well as the different research approach and techniques used in this research.

Chapter 4 encompasses analyses of the case studies chosen to test the value of the SFM, the outcomes of interviews and findings from the qualitative research study, shedding light on the SFM components and SEC validation. To maximise the applicable scope for the framework, the researcher will follow inductive and deductive qualitative research methodologies. This chapter explicates the rationale behind the chosen leadership approach, underscoring its alignment with established theories and principles. It explores key elements of strategic planning used in the industry, the mechanisms to manage disruptions and radical innovations, and the research strategy and sequence. To evaluate the use of the approaches outlined in the research questions within leadership practices, this chapter presents research variable data by calculating descriptive statistics and data analysis techniques.

In Chapter 5, the researcher presents the evolution of the SEC model over the past decade in relation to the proposed strategic foresight. Consequently, this chapter builds on available prior knowledge and uses original data from the interviews to fill the gaps and enhance understanding and the importance of the SFM. It also outlines the elements of the SFM undertaken to explore the research questions and findings. This chapter is divided into five sections: Section 5.2 explores the data analysis process and outlines an overview of the three case studies that form the basis of the research findings preceded by the research questions that are applied to the cases. Section 5.3 explores Case Study A and its analysis. Section 5.4 introduces the coding and identifies some theoretical conclusions to develop the SFM. In Section 5.5, the researcher explores elements of the SFM by relying on case studies B and C, which are based on interviews conducted with the five management and leadership consulting firms. Section 5.6 highlights best practices for usage of the model selected.

Chapter 6 synthesises the findings and reflections from the research, culminating in a comprehensive discussion on the development and application of the SEC model. The chapter begins by providing a detailed description of the guidelines necessary for the aspirational SEC model, justifying its formulation based on the insights gained throughout the study and highlighting contributions for building management practices and theory. Following this, the limitations encountered during the research are critically

examined, acknowledging the constraints that may have influenced the outcomes. The chapter concludes by suggesting avenues for future research, identifying areas where further investigation could contribute to refinement and expansion of the strategic foresight framework.

Considering these reflections, the chapter proposes a set of personal development actions to further enhance leadership capabilities, ensuring alignment with the evolving demands of the management and consulting industry. In this sense, it remains crucial to provide clear guidance on applying the SEC model, which includes outlining the practical steps of strategic foresight linked to the model, thereby offering the necessary practical guidelines for this aspiring framework.

Table 6 provides a structured overview of each chapter's content and the key insights or contributions the researcher intends to convey in their thesis.

Table 6: Structure of the thesis chapters

Chapter	Content description	Key insights/contributions
1	Critique overview	Leadership journey The proposed PCPL and the key leadership implications Organisational context Significance of study Objectives and research questions Relevance of research Research methodology and thesis structure
2	Literature review	Review of existing literature Significance of strategic foresight Strategic management and the planning perspective Innovation management perspective Strategic foresight: its importance and recent research developments
3	Research methodology	Research aim Research strategy Longitudinal case study Case study methodology Case study design and selection Research techniques Research approach

Chapter	Content description	Key insights/contributions
4	Research findings and the SFM	Case studies overview Coding usage Case studies A, B and C Elements of SFM SFM best practice
5	Evolution of the SEC model	Initial PCLP: SEC model Updated PCLP Integrating the SFM model elements into the SEC components Optimised strategic foresight framework and key considerations
6	Discussion and conclusion	Aspirational leadership practice guidelines Strategy 1: Visionary-driven transformation Strategy 2: Trust-based decision-making Strategy 3: Risk-taking through effective communication Contributions to management practice and theory building Managerial contributions Theoretical contributions Limitations of the research and directions for future research

2 UNDERSTANDING THE IMPORTANCE OF STRATEGIC FORESIGHT IN THE CONTEXT OF The LITERATURE REVIEW

2.1 Review of Existing Literature

Exploring the literature is essential to build the foundation of a theoretical framework to tackle the research questions through exploration and understanding the definition and context of strategic foresight and the application of the contingency theory that underpins the PCLP in the next chapter. Research on strategic foresight is used by scholars in the field of corporate foresight as well to emphasise the foresight applied in private firms (Rohrbeck, 2010; Rohrbeck & Kum, 2018; Rohrbeck & Schwarz, 2013).

This study is aimed at understanding foresight applied in private firms from the management consulting industry. As is often the case in new research disciplines, research on foresight in the private context has been conducted using different definitions (Rohrbeck, 2010). This study focuses on the definition that comprises the means by which firms are enabled to detect, anticipate and respond to changes in their environment, including encouraging every leader to be ready for discontinuous change and take initiative (Slaughter, 1998). Therefore, in this thesis, the researcher follows the understanding of strategic foresight as an ability, without emphasis on other structural elements of a foresight system.

Through engagement with this literature, it is useful to mention the definition of strategic foresight illustrated by Richard Slaughter as a term that he used in a synonymous way to corporate foresight, listing four outcomes useful to an organisation:

> Strategic foresight is the ability to create and maintain a high-quality, coherent and functional forward view, and to use the insights arising in useful organizational ways. For example to detect adverse conditions, guide policy, shape strategy, and to explore new markets, products and services. It represents a fusion of futures methods with those of strategic management (Slaughter, 1998, p. 382).

The above definition subsequently opened the way to the understanding that strategic foresight is defined by strategic management that can profit from future insights, exploring new markets, identification of future risks and the innovation management perspective that can explore new products and services based on these insights. Therefore, two primary perspectives are developed that form the research framework for this literature review:

1- The strategic management and planning perspective, which includes research on management and leadership theories, strategic planning and uncertainty – supported by the management discipline of foresight – and environmental scanning.

2- The innovation management perspective that includes technological and other advances plus working with scenarios and disruptions.

Relevant findings within these research perspectives will be highlighted in the following sections.

2.1.1 Strategic Management and the Planning Perspective

When engaging in scientific research, researchers aim to advance understanding based on theories to help guide and position the research. Thus and for this discussion, it is useful to explore leadership theories to understand the ideals that helped the researcher propose a PCLP and to examine the evolution of leadership theories.

2.1.1.1 Leadership Theories

Many researchers, academics and practitioners have developed leadership theories during the 20th century. This substantial effort has built more leadership theories, generating considerable organisational research on leadership models in contemporary literature. The past decade has seen a steep increase in interest on strategic foresight from managers and scholars. This growing community of researchers and practitioners needs a common platform for discussions to advance the field. Some attempts have been made to establish a platform in the past, for example the British Academy of Management, the Oxford Futures Forum or the “Foresight: learning for the future” conference by the University of Strathclyde (Rohrbeck, 2010). All these have clearly contributed to the emergence and development of the field.

Many definitions of “leadership” have evolved over the centuries. Researchers, academics and theorists have defined several leadership theories. Table 7 outlines the main leadership theories.

Table 7: Evolutionary stages of leadership theories

Theory	Author/year	Summary
Great Man theories	Carlyle, 1859	These theories are based on the idea that leaders are born with leadership qualities. The use of the term "man" was intentional because, until the second part of the 20th century, leadership as a concept was considered primarily male and military (Bolden et al., 2003).
Trait theories	Mumford et al., 2007; Stogdill, 1948	The Great Man concept evolved into trait-based theories of leadership, which define leadership by the leader's characteristics. They draw on positive adjectives that describe a virtuous human attitude.
Behaviourist theories	McGregor, 1960	These theories concentrate on the leader's actions rather than qualities. This school attracted the attention of practising managers because it proposed different "styles of leadership" (Bolden et al., 2003).
Situational leadership theory	Bass, 1990	This theory sees leadership according to the situation in which it is practised. For instance, some situations may require a dominant style and others may need a collaborative style. Thus, this theory proposes different leaders' styles at each level within an organisation.
Contingency theory	Fiedler et al., 1976; Hersey & Blanchard, 1969	This is a cultivation of the situational theory and focuses on identifying leaders according to whether they are task or relationship oriented.
Transactional theory	Burns, 1978	This theory emphasises the relationship between leader and followers focusing on explicit and implicit contractual relationships (Bass & Riggio, 2014, p. 103).
Transformational theory	Bass, 1990; Burns, 1978	This theory is a development of the transactional theory because leadership has been raised to the next level. In this theory, the leader connects with followers to raise the level of motivation and morality (Northouse, 2016, p. 162).

Source: Adapted from Module 1, Business Leadership: Theory and Practice, Australian Graduate School of Leadership, own illustration

Two primary benefits result from exploring the evolution of leadership theories. First, leaders' behaviours have been observed throughout the years, then analysed and evaluated in terms of effectiveness. Second, studying leadership theories gives better

understanding of their benefits to explore what it means to be an effective leader with systematic forward-thinking and strategic capacity.

The early leadership theories were born in the Industrial Revolution, which identified leaders as the "Great Man." Work on this theory was mainly done in the 1800s and mostly linked to the work of historian Thomas Carlyle (1859), who said "the history of the world is but the biography of great men" (p. 26). According to him, great leaders are "God-gifted not man-made"; thus, they share the same attributes regardless of their origin (Spector, 2015). In essence, while Northouse (2016) points out, "it was believed that people were born with these traits, and that only the 'great' people possessed them" (p. 19), he offers reasonable criticism to the continuous development of the trait approach. He focuses primarily on the subjectivity of determination as the most important trait for leadership development.

It is evident from the data that special people through history have exceptional leadership attributes and are great leaders, but the individual's gained experiences, context and events cannot be ignored. Thus, the "Trait" theories arose from the Great Man theory as a way to research certain inheritable traits so it became possible to differentiate people who can and cannot lead (Mumford et al., 2007, p. 164). In the mid-20th century, the Trait approach was challenged by research that questioned the universality of leadership traits. In a major review, Stogdill (1948) suggests that no consistent traits differentiate leaders from non-leaders. Rather than being a quality to possess, leadership was redefined as a relationship. Personal factors related to leadership continued to be important, but these elements are relative to the situation. According to Hoffman et al. (2011, p. 348), it is essential to classify leadership traits according to population characteristics, task competence, interpersonal qualities and distal aspects. This implies leadership traits are exclusive to people possessing unique characteristics, but leadership effectiveness is not necessarily a function of gender differences. However, this theory is disputed due to the advance of scholarly studies on the impact of personality traits on leadership effectiveness. The scholarly findings reveal that not all people make effective leaders with systematic forward-thinking and strategic capacity, which is related to differences in personality traits (Mumford et al., 2007, p. 164).

The outcomes of Trait theory studies were unconvincing since traits are hard to measure; thus, another approach appeared with the publication of the late Douglas

McGregor's classic book *The Human Side of Enterprise* in 1960 that shifted the attention to "Behaviourist" theories. McGregor was considered the "cutting edge" of managing people (Natemeyer & McMahon, 2001) and he influenced all behavioural theories, which focus on human relationships alongside performance (Bolden et al., 2003, p. 7).

A review of a leadership theory report (Bolden et al., 2003, p. 7) asserts, while behavioural theories may help managers cultivate a particular behaviour, these theories give direction as to what develops effective leadership in different situations. Most contemporary studies conclude that no one leadership style is suitable for every leader under all conditions (Bolden et al., 2003, p. 7). Thus, contingency-situational theories emerged, which indicate that style is contingent on variables like people, task situation, organisation and environment. Situational leadership advanced leadership theory by acknowledging the significance of factors beyond the leader and external environment (Bass, 1990).

The major theories contributing to this position are Fiedler et al.'s (1976) contingency model and Hersey and Blanchard's (1969) model of leadership. Fiedler's contingency theory emphasises the need to place leaders in situations most suited to them or train them to change the situation to match their styleClick or tap here to enter text.. Paul Hersey and Ken Blanchard argue that no one leadership style fits all situations since it is essentially built on the relevance of tasks entailing leadership (Pearce & Conger, 2003). Hence, effective leaders adjust their leadership styles and cultivate them to maturity depending on the situation under which they execute their tasks. Nevertheless, despite the vast array of contingent findings, these theories have overall dwelt on the best leaders as those who integrate a highly task- and relation-oriented strategic approach (Bass, 1990).

With its emphasis on the idea that managers need to match their management actions to contingency factors, the contingency theory provides a powerful tool for strategic future directions, which is connected to the meaning of strategic foresight. In particular, Lawrence and Lorch (1967) expected the optimal organisational structure to be determined entirely through contingency factors.

In respect to research about strategic foresight, the contingency theory can be applied to observe the relationship between contextual factors and strategic foresight competencies, which depend on contingency factors (Rohrbeck, 2010). In addition, it

would be interesting to investigate whether certain combinations of contextual factors and strategic foresight capability have more impact on strategic planning.

2.1.1.2 Strategic Planning, Uncertainty and Environmental Scanning

The role of management in organisations is to undertake activities such as analysis, communication, leadership, motivation, measurement, control and decision-making. These tasks are not only performed in the context of operational business, but also in the process of strategic planning to create new value for stakeholders and drive profits (Kotler et al., 2004; M. E. Porter, 1996). Research on strategic planning and uncertainty is aimed at understanding how long-term planning and high impact changes are planned and implemented in organisations (Rohrbeck, 2010). However, the question that mostly concern researchers is to what degree can strategic planning and uncertainty improve the organisation's performance.

The literature identifies that poor uncertainty planning, driven by use of poor quality of information about the changing environment, misjudging the need to be prepared for operational disruption, the measure of preparedness for challenges and the use of outdated planning methodologies are the reasons for organisational failure to create success (Caragata, 1999; Maguire et al., 2009; Ogilvy, 2002). These managerial limitations lead to failure to support the development of priorities for action and a possibility to ignore early warning signs. For instance, according to one study, 97% of 140 company strategists admitted that their organisation has no foresight or early warning system in place (Fuld, 2003).

On the other hand, anticipating the future before others may allow an organisation to innovate and establish a first mover competitive advantage in a new market or product category. According to Fink et al. (2010), leaders and managers do not have the ability to progress and face the future without encountering problems. The authors mention an example of a German company that created future scenarios in 1984 in which one described a world where the Eastern bloc would no longer exist and the two German countries were reunited. "Too radical", stated the management and discarded this scenario.

Therefore, taking advantage of new opportunities and managing uncertainty threats are significant factors of strategic planning, but management's role is to continue identifying weak signals and emerging patterns, perceiving then assessing

environmental change and its implications to develop new strategy cultures in the organisation based on developing response strategies (Whipp et al., 1998). Accordingly, effective scanning is a precondition for identifying environmental change that will consequently impact the organisation's current strategic direction (Day, 2003; Van der Duin & Den Hartigh, 2009). Echoing the above idea of assessing environmental change, H. Ansoff (1980) emphasises the need for continuous scanning activities to identify external opportunities and threats and to trigger direct managerial activities so strategic management will move toward "strategic issue management" and later to "management of strategic surprises." See Table 8 for details.

According to Table 8, it is essential to use weak signals for the early detection of changes in the environment (Ansoff, 1980) and this concept is one of the fundamental findings on which this study is developed.

Environmental scanning is built on the idea of assessing the environment that has been guided by the assumption that detecting changes is primarily the responsibility of top management (Rohrbeck, 2010). Another finding is that the integration of environmental scanning information is positively related to organisational performance (Judge & Douglas, 1998), if this information is introduced into the decision-making process with high level participation from top management (Zehir & Ozsahin, 2008). It can be concluded, for strategic foresight, this participation should increase the possibility of usage of the foresight tool.

Table 8: Evolution of strategic management systems

	Control	Long-range planning	Strategic planning	Strategic management	Strategic issue management	Surprise management
Purpose	Control deviations and manage complexity	Anticipate growth and mange complexity	Change strategic thrusts	Change strategic thrusts and change strategic capability	Prevent strategic surprises and respond to threats/ opportunities	Minimise surprise damage
Basic assumption	The past repeats itself	Past trends continue into the future	New trends and discontinuities	Expert resistance. New thrusts demand new capabilities	Discontinuities faster than response	Strategic surprises will occur
Limiting assumption	Change is slower than the response	The future will be like the past	Past strengths apply to future thrusts. Strategic change is welcome	The future is predictable	Future trends are ok	Future trends are ok
	Periodic				Real Time	

Source: H. Ansoff, 1980

2.1.1.3 Foresight

Literature about foresight deals with ideas for structuring corporate foresight context; for instance, a maturity model for a firm's future orientation (Rohrbeck, 2010), the

scenario-driven planning loop designed to reduce strategic uncertainty based on scenario construction, model construction and tactical planning (Georgantzas & Acar, 1995), and the model of scenario development in which a small team interprets the signals and senior management will define whether the signals need to be monitored or implemented in the scenario development (Fink et al., 2010). Another model contrasts the environment as it exists with the models the company has built to understand it (Amara & Lipinski, 1983). More practice-oriented models were developed by Liebl (1996) with four key elements: (1) scanning and monitoring; (2) generation of trend landscapes; (3) diagnosis/analysis of strategic relevance; and (4) definition of response strategies.

Similarly, a complete framework that is focused on environmental scanning (see Figure 10) identifies three overall tasks: (1) gathering inputs and processing information; (2) synthesising and evaluating emerging issues; and (3) communicating environmental insights to prepare the organisation for the future (action plans) (Stoffels, 1994).

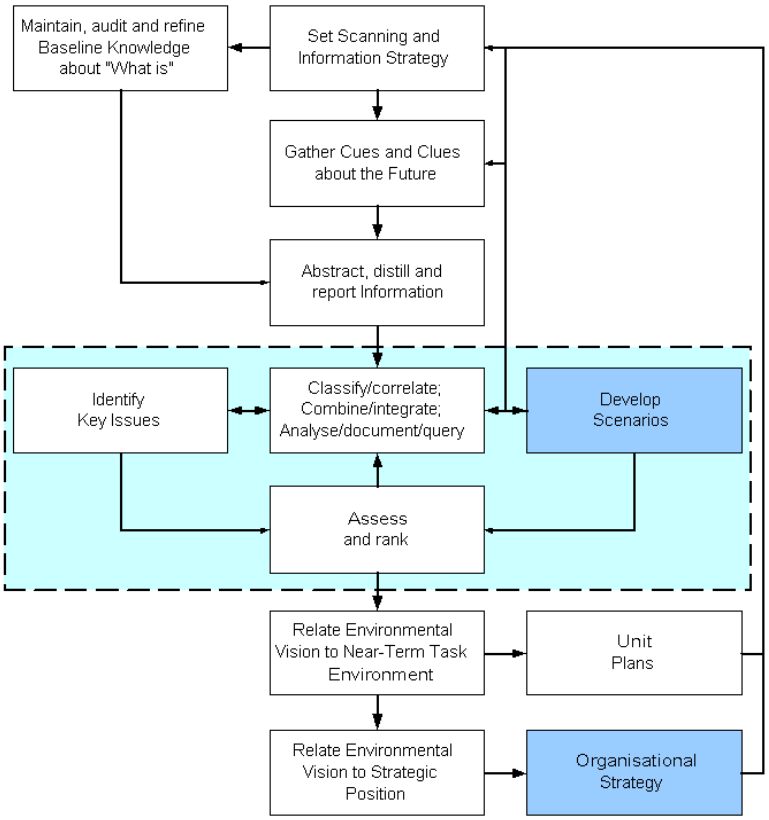


Figure 10: Framework for environmental scanning

Source: Stoffels, 1994

This framework aligns with Ringland's (1998, pp. 222-250) environmental scanning model that analyses the strategic implications based on alternative business environments to develop a strategy for a future organisation (see Figure 11).

Figure 11: Analysis of strategic implications

Source: Ringland, 1998

This environment scanning is used to identify trends and events, based on which decisions are taken.

The preceding context has paved the way to the conclusion that, within the realm of literature (Ansoff, 1980; Georgantzas & Acar, 1995; Ringland, 1998; Stoffels, 1994), an encompassing and integrated process for strategic foresight is lacking. This process should extend beyond mere scenario construction and strategy formulation; rather, it should elucidate the entire sequence of stages. This sequence initiates with the identification of individual weak signals, which blends into a holistic future projection that interlinks with subsequent strategy development.

Examining the merits and drawbacks of each approach facilitates the creation of a more all-encompassing SFM, marked by a logical progression that incorporates all facets of foresight.

2.1.2 Innovation Management Perspective

Strategic foresight can be a tool that will enable organisations to use fundamental changes to their benefit. To confirm the hypothesis that strategic foresight can increase the chances that organisations will create value from discontinuous change and uncertainty, the researcher analyses literature on innovation and disruptions.

2.1.2.1 Innovation

The research innovation emphasises searching for capabilities that make it possible to generate discontinuous leaps and bring about a new generation of products and services (Sorescu et al., 2003). More recently, the level of innovation in the organisation has been understood as a four-dimensional measure, with a market, technological, organisational and environmental dimensions (Gemünden et al., 2007). In this sense, innovation constitutes an integral component of a company's strategic framework.

Accordingly, the innovation scope must transcend the confines of an organisation's new product development process. Achieving success in innovation necessitates the active involvement of the entire organisation, even in the face of potential resistance to change. This transformation is imperative for introducing new elements of substantial value to the organisation's customers and the broader industry. Such transformation emerges as a result of individual and collective creativity, fostered by systematic processes and techniques, and contingent on the organisational culture's embrace of the exploration of opportunities (Afuah, 1998; Bryan, 2002; Higgins, 1994).

Based on the above argument, all key individuals in innovation should contribute to vision-building activities, which is recognised as a key capability in innovation and strategic foresight (O'Connor & Veryzer, 2001). Furthermore, it was shown that the managers' and leaders' strategic mindset, which is analytical, aggressive and proactive, positively influences the success of innovative projects in the organisation (Talke, 2007).

Hence, it could be hypothesised that these attributes of vision-building might assist organisations to effectively navigate periods of uncertainty and profound change.

2.1.2.2 Disruption

Disruptive technologies are a major driver of innovation in organisations, which means their efforts to produce good products and make higher returns. In this sense, Christensen (1997) built a theory on disruption to explain how important performance leaps in technology lead to the failure of large incumbent firms. It must be stressed, however, that Christensen's theory on disruption has achieved high popularity among managers and triggered a research stream on corporate foresight with two important findings: (1) technological disruptions are the most important drivers of disruptive

change (Rohrbeck, 2010); and (2) large incumbent companies need a structure to succeed in times of disruptive change (Birnbaum et al., 2005).

Moving from theory to practice, Christensen and Raynor (2003) provide an overview of firms whose expertise lie in identifying emerging patterns/disruptions and transforming them into new business ventures. For instance, Sony pioneered the use of transistors in consumer electronics by producing portable radios and televisions, thus disrupting established market participants by producing large TVs using vacuum tube technology. Accordingly, organisations must monitor these changes in the long-term and consider strategic alternatives before the majority of consumers shift to a disruptive technology (see Figure 12), once market demand among early adopters reaches critical mass (Birnbaum et al., 2005; Christensen & Raynor, 2003).

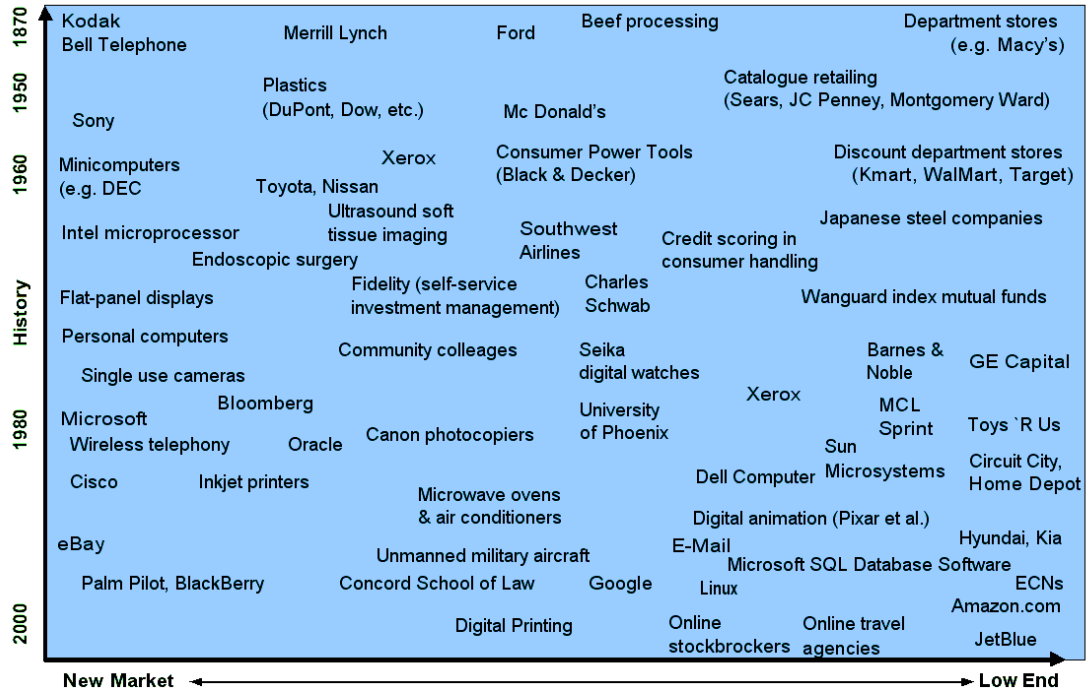


Figure 12: Companies and products with roots in disruption

Source: Christensen & Raynor, 2003

This implies that enterprises must consistently endeavour to apprehend and decipher cues that have the potential to influence customer needs and behaviours. Such cues might subsequently elicit customer responses in the form of preferences for products or services. These offerings could currently exhibit lower performance yet possess the potential to surpass a competitor's product portfolio over time.

Research on disruptions has also pointed out two major success factors when attempting to manage discontinuous change. First, the ability for foresight in the sense of gathering information on the potential impact and direction of emerging discontinuities (Arnold, 2003). Second, the ability to create insights in interpreting potential discontinuities so that insights become actionable (Burt, 2007).

The review of existing literature has underscored the importance of establishing meaningful links between all elements of strategic management and planning perspective and innovation management perspective to construct a comprehensive framework for advancing strategic foresight. The correlation between foresight and strategy development based on innovation is robust and the research objectives delineate the merits of adopting such a foresight-driven planning paradigm. This approach is expected to foster open strategic discourse, unveil diverse scenarios and future-oriented strategic initiatives, facilitate a culture of innovation, and thereby equip the organisation to navigate environmental changes while retaining the capacity for flexible decision-making.

In contrast, organisations that lack a foresight-centric approach and rely solely on conventional planning methodologies are likely to yield a narrow perspective on the future and formulate strategies that support incremental changes. The implementation of foresight-centric planning requires firm endorsement from senior management, alongside the provision of user-friendly methodologies. Empirical verification of the research objectives (see section 1.4) and framework drawn from the literature will be conducted through case study investigations and a survey. A summary of the key literature is provided in Table 9.

Table 9: Summary of the key literature

Literature	**Authors**	**Main contributions**	**Identified gaps and opportunities**
Strategic foresight	Slaughter, 1998	Defines strategic foresight as the ability to create and maintain a high-quality, coherent and functional forward view. Emphasises its usefulness in detecting adverse conditions, guiding policy, shaping strategy and exploring new	Highlights the fusion of futures methods with those of strategic management.

Literature	Authors	Main contributions	Identified gaps and opportunities
		markets, products and services.	
	Rohrbeck, 2010	Explores the field of corporate foresight and its application in private firms.	Acknowledges variations in the definitions of foresight in the private context.
	Rohrbeck & Schwarz, 2013	Focuses on the application of foresight in private firms.	Offers insights into how firms detect, anticipate and respond to changes in their environment.
	Rohrbeck & Kum, 2018	Expands on the concept of corporate foresight within private firms.	Provides insights into how foresight is applied in the management consulting industry.
Strategic management and the planning perspective	Hoffman et al., 2011	Introduction of behavioural theories and contingency-situational theories.	Lacks integration between foresight and strategy development.
	Fiedler et al., 1976	Importance of identifying weak signals and emerging patterns.	Lacks a complete framework for strategic foresight.
	Lawrence & Lorch, 1967	Discussion of the need for foresight in managing discontinuous change.	Describes the role of management in embracing foresight and fostering innovation.
Innovation management perspective	Sorescu et al., 2003	Overview of innovation and its importance for organisations.	Describes the role of vision-building and leadership in innovation.
	Gemünden et al., 2007	Discussion of innovation as a multi-dimensional measure (market, technological, etc.).	Provides potential contributions of vision-building to navigating uncertainty.
	Afuah, 1998	Introduction of disruptive technologies and their impact on large incumbent firms.	Indicates the need for foresight in identifying emerging disruptions.
	Christensen, 1997	Success factors in managing discontinuous change and the importance of foresight.	Describes the importance of actionable insights in interpreting potential disruptions.

Literature	Authors	Main contributions	Identified gaps and opportunities
Integration and opportunities	H. Ansoff, 1980	The correlation between foresight and strategy development based on innovation.	Indicates the importance of a foresight-centric approach in open strategic discourse.
	Georgantzas & Acar, 1995	The potential for a comprehensive framework for advancing strategic foresight.	Details the necessity of senior management endorsement and user-friendly methodologies for foresight-centric planning.

2.2 Strategic Foresight: Its Importance and Recent Research Developments

This section provides an overview of recent research and emerging knowledge on the importance of strategic foresight, its growing awareness and its practical application. First, the section explores definitions of strategic foresight and its importance in global firms, particularly in navigating uncertainty and complexity. Second, it delves into the impact within the context of strategic foresight, examining how it is understood in academic and organisational settings, while also exploring the growing interest and obstacles in implementing strategic foresight. This section also highlights, through a review of past studies, the various frameworks and criteria used to evaluate foresight and assess its impacts.

Additionally, this section underlines the growing interest in foresight practices among consulting firms, as evidenced in practitioner literature and websites. This discussion sets the stage for understanding how strategic foresight is evolving from a niche practice into a critical capability for long-term resilience and innovation.

2.2.1 Defining Strategic Foresight and its Importance for Global Firms

Strategic foresight, organisational foresight, corporate foresight, and foresight are among the many terms to describe forward looking activities in organisations, as researchers continue to debate the definition and terminology of foresight (Rohrbeck et al., 2015; R. A. Slaughter, 1997; Vecchiato & Roveda, 2010). With their emphasis on performing the function of foresight in the direction of operational environment, Iden J et al. (2017) consider various terms of foresight, such as a corporate foresight, industry foresight and managerial foresight.

For the sake of clarity, the term “strategic foresight” is used in this thesis to refer to these concepts, since it is the most used broad term within researched literature for forward-looking activities in organisations.

While Gavetti G and Menon A (2016) describe strategic foresight as the ability of a strategist to identify a superior course of action and foresee its consequences, R. A. Slaughter (1999) sees strategic foresight as the ability to create and maintain a high-quality, coherent and functional forward view and to use the insights arising in organisationally useful ways. Expanding on the above definition, Rohrbeck et al. (2015, p. 2) claim that foresight enables organisations to anticipate change and build future competitive advantage by identifying and interpreting emerging trends. It involves engaging stakeholders to prepare for and proactively shape the future through timely, strategic responses. Moving from theory to practice, Rohrbeck and Kum (2018b) refer to strategic foresight as practices that help organisations gain a competitive advantage in future markets.

The above approach subsequently paved the way for integrating foresight into strategy, particularly when problems arise after the identification of uncertainty and the necessity to shift away from iterative processes of reliance on past experiences, toward identifying new opportunities (Ehls D et al., 2021). It is important to note that Mintzberg (1994) asserts the process of developing a strategy that informs strategic decisions should be carried out by people of various levels involved in solving specific problems of organisation. Echoing Mintzberg, Porter (1985) argues that the strategic decisions made by organisations significantly influence their competitiveness. Competitiveness, in this context, refers to the organisation’s ability to make management decisions that secure a leadership position despite external pressures and environmental challenges. It involves navigating market forces effectively while striving to achieve strategic objectives. Ultimately, an organisation’s competitiveness serves as the foundation for its future success (Caves, 1980).

A study by Wright et al. (2008) suggests that the management team’s willingness to engage in debate about the alignment of strategy with the operational environment is crucial to scenario development. However, indications of defensive avoidance behaviour can lead to unwillingness to explore alternative futures, thereby creating a significant barrier to the implementation of foresight practices. The study further emphasises that overcoming strategic inertia is often more of a psychological than a

procedural challenge for organisations (Wright et al., 2008). This is particularly relevant because discussions about alternative futures frequently involve unfamiliar or ambiguous concepts for most decision-makers. In this context, Schwarz et al. (2020) research highlights that training decision-makers in forward-looking thinking enhances their ability to operate effectively in uncertain and dynamic environments. In the same vein, foresight methods and strategic foresight play a crucial role in helping organisations develop a realistic and actionable forward-looking perspective, enabling them to adjust their course and make informed decisions (Gavetti G & Menon A, 2016). For example, to identify signals of market changes and explore new services and products.

Building on the strategic value of foresight, the introduction of foresight methods plays a crucial role in reducing uncertainty in the organisation's R&D projects. It enhances understanding of customer needs and market dynamics, and contributes to identifying potential customers, opportunities, and threats related to the company's products (Gordon et al., 2020). Rohrbeck and Kum (2018b) refer to foresight methods as "methods of anticipation," describing them as prospective tools in strategic management aimed at mitigating the risks associated with uncertainty. Similarly, Calof et al. (2012) emphasise that a firm's ability to successfully navigate and overcome crises is to foster a receptive climate and adopt a planning approach to get stakeholders to act on information related to futures.

In summary, the literature strongly affirms that strategic foresight offers significant advantages for organisations, including enhanced decision-making (Amanatidou, 2014; Rohrbeck & Schwarz, 2013b; R. A. Slaughter, 1990), innovation capacity (Ruff, 2006a), improved organisational learning (Amanatidou, 2014; Rohrbeck & Schwarz, 2013a), increased resilience (Shallowe et al., 2020), and better risk mitigation (R. A. Slaughter, 1990). Moreover, Vecchiato (2012) highlights that the main contribution of foresight lies not in accurately predicting the future, but in equipping managers with the mindset and preparedness to navigate uncertainty.

While this list of benefits is not all-encompassing, it exemplifies the broad potential value foresight can bring to strategic management. The following section highlights, through a review of past studies, the various frameworks and foresight models.

2.2.2 Frameworks and Approaches for Strategic Foresight Implementation

The theory and practice of foresight have undergone significant transformation in recent years. The focus of foresight methods has shifted from traditional planning and forecasting to addressing more complex challenges—such as transforming business processes, managing innovation, adapting strategy, and implementing effective solutions under uncertainty (Rohrbeck et al., 2015).

As this thesis nears completion, the importance of understanding the potential and limitations of foresight work has become increasingly evident. Interest in evaluating strategic foresight efforts—academically and in practice—has remained strong throughout this research. There is clear demand from researchers and practitioners alike to better understand how foresight can be embedded into organisational decision-making processes and how its value can be demonstrated. For example, the Association of Professional Futurists (APF) launched in 2024 the "Foresight Evaluation" initiative that encourages their members to use evaluation to improve quality of foresight practice and support achievement of foresight goals. Guided by the recommendations of the APF Foresight Evaluation Task Force (2021–2023), the initiative supports increased member evaluation capacity through launching targeted resources and activities (Association of Professional Futurists, n.d.). Moreover, the April 2023 issue of *Compass* magazine, produced by the same association (APF), highlights the work that the Evaluation Task Force had been conducting during recent years to develop evaluation capabilities within the foresight and futures field (APF, 2023).

The growing interest in foresight is reflected in the increasing number of conferences, symposiums and platforms focused on foresight such as the UNESCO's Symposium in June 2023 was to address the need to better understand and use futures literacy and foresight, by focusing on evaluation frameworks for the impact of futures work (UNESCO, 2023), and the Strategic Foresight Conference (OECD, 2024). Also, the World Futures Studies Federations 50th World Conference in Paris (World Futures Studies Federation, 2023) addresses measuring impact and foresight action in the themes of their papers. Similarly, the topic of foresight evaluation was present in the Dubai Future Forum in 2023 (Dubai Future Foundation., 2023). Together with his research partners, Rohrbeck et al. (2023) conduct the largest academic study on future preparedness of organisations called Global Future Fitness Study 2023.

Although various frameworks and models have been proposed to evaluate foresight and its impacts, foresight evaluation remains an emerging scientific field.

In addition to the research discussed in the preceding section on the evaluation and implementation of foresight, the following table summarises key recent frameworks and models. Several of these frameworks contain elements that are relevant to the focus of this study.

Table 10: Assessment frameworks within futures and foresight

Framework/Model	**Authors**	**Domain of contributions**
Corporate Foresight Maturity Model	(Rohrbeck, 2010a)	Organisation
A framework to classify the impacts of foresight	(Johnston, 2012)	Policy
Foresight evaluation criteria	(Makarova & Sokolova, 2014)	Project management
A framework to classify impacts of foresight activities	(Poteralska & Sacio-Szymańska, 2014)	National foresight
The Foresight Outcomes Framework	(Hines, 2016)	Organisation
A Three-Level Evaluation Process of Cultural Readiness for Strategic Foresight Projects	(Panizzon & Barcellos, 2019)	Organisation
An integrated approach to the evaluation of corporate foresight projects	(Sokolova & Vishnevskiy, 2022)	Organisation

As shown in the table above, there are multiple examples of research, frameworks and models that evaluate foresight and futures work specifically concentrating on processes (Amanatidou, 2014; Panizzon & Barcellos, 2019; Poteralska & Sacio-Szymańska, 2014). The Maturity Model of Corporate Foresight (Rohrbeck, 2010a) and the Foresight Outcomes Framework (Hines, 2016) are examples of models created to help corporations evaluate their foresight capabilities and to guide the implementation of foresight. To maximise the impact of foresight exercises, Johnston (2012, p. 62) proposes a Foresight Impact Evaluation Schema that is aimed at developing impact assessment capabilities within foresight divides impacts to four categories: 1) awareness raising, 2) informing, 3) enabling, and 4) influencing. In essence, the key objectives of foresight activities include raising awareness about future-oriented thinking, improving planning and decision-making, strengthening the ability to manage uncertainty, and shaping outcomes across policies, strategies, and societal attitudes.

Building on these aims, Sokolova and Vishnevskiy (2022) develop an integrated approach to evaluate corporate foresight studies and its implementation using the example of a Russian state-owned corporation. Additionally, Panizzon and Barcellos (2019) suggest that foresight has jumped into the digital age of access and empowerment and has deployed foresight tools that enable predictive analytics. In respect to identifying lessons for foresight evaluation from project management, Makarova and Sokolova (2014) propose elements that can enrich a foresight evaluation framework, such as the development of an evaluation model, the extensive use of quantitative methods, the elaboration of evaluation scales, the inclusion of economic indicators into evaluation, and the provision of more openness and transparency for evaluation results.

It is evident that the impact assessment of futures and foresight has been widely explored, with many studies highlighting its significant potential benefits. However, it remains unclear to what extent these models are being implemented within companies and, if so, how they are being applied in practice.

With this in mind, the following section explores the growing interest in strategic foresight and critically examines the challenges organisations face in its implementation, shedding light on why adoption remains limited despite growing recognition of its strategic relevance.

2.2.3 Growing Interest and Obstacles in Implementing Strategic Foresight

Building on the discussion of strategic foresight's adoption and practical relevance, this section delves into the impact within the context of strategic foresight, examining how it is understood in academic and organisational settings, while also exploring the growing interest and obstacles in implementing strategic foresight.

Strategic foresight is increasingly being adopted by global organisations, with growing awareness of its value. Recent reports indicate that over 90% of the largest US and European firms already employ foresight approaches, and approximately one-third have established dedicated business units responsible for such practices (Buder, 2021). However, academic research still knows relatively little about these organisations and the foresight practices they employ. Two critical issues need consideration. First, the sensitivity and confidentiality associated with futures-related information significantly restrict external access—including that of researchers—to the internal processes and

details of foresight activities within organisations. Second, each organisation is unique, encompassing diverse approaches, structures, tools, goals and outcomes in its foresight endeavours (Thom, 2010).

Global enterprises are distinguished by their capacity to allocate the substantial resources necessary to develop effective foresight functions. These functions, often established as internal "early warning" systems, help identify emerging opportunities and threats (Bereznoy, 2019). Vecchiato (2012) indicates that, in mature global industries, key drivers of change originate from the macro-environment—complex and uncontrollable forces that increase uncertainty. As a result, firms are investing in internal capabilities to better understand and navigate their broader operating context. Strategic foresight is seen not only as a response to this uncertainty but also as a means to enhance long-term profitability. Likewise, a longitudinal study by Rohrbeck and Kum (2018b) indicates that foresight can contribute to long-term organisational performance, but it can be challenging to access information on practical approaches and outcomes of foresight endeavours in companies, which adds to the task's difficulty.

While there is a great deal of research on foresight, little has been done to incorporate foresight with strategic planning processes, innovation, and operational activities (Gordon et al., 2020). Previous research has identified several factors that make impact assessment of foresight challenging. Foresight frameworks vary across companies, meaning that comparing foresight activities or applying uniform assessment methods between organisations may not be feasible or appropriate (Thom, 2010). Makarova and Sokolova (2014) underscore this finding by identifying that the main challenge in developing a foresight evaluation methodology is the necessity to account for a broad spectrum of foresight projects that vary in purpose, methodology, and impact. As an example, Thom (2010) notes that when technology, competition, consumer behaviour, legislation, and regulation evolve, Deutsche Telekom employs varying methods and tools to stay abreast of the latest developments. Thus, to evaluate each type of foresight, a specific methodology needs to be developed (Makarova & Sokolova, 2014). Therefore, this diversity suggests that a one size-fits-all approach is insufficient.

Building on this, a recent study conducted by the Association of Professional Futurists (2022) explores the barriers to implementing foresight evaluation. First, the survey recognises a lack of basic resources such as time and money. Moreover, the lack of experience and knowledge among practitioners, particularly regarding evaluation

techniques and analysis competencies. Ultimately, the study suggests it is the most striking insight is that even when resources and skills are present, a lack of interest in evaluation and its results can act as a fundamental barrier to its implementation (Association of Professional Futurists, 2022).

This raises an important issue: the role of the foresight facilitator—often an internal foresight unit within an organisation. According to Carlson (2004), effective foresight facilitators must possess a broad range of capabilities, including technical competence, professional credibility, the ability to navigate and moderate diverse perspectives while remaining impartial, and the capacity to translate insights into actionable business strategies.

Further complicating the matter is the timing of the evaluation process, Piirainen et al., (2012) point out that the effectiveness of foresight evaluation depends significantly on whether it is integrated continuously throughout the project or conducted retrospectively. Additionally, the evaluator's position introduces ethical and methodological concerns that can compromise evaluation integrity.

Van der Steen and van der Duin (2012) contribute another dimension to this debate by distinguishing between three essential evaluation components: quality, success, and impact. Their study suggests that robust methodological design and professional rigour are necessary but not sufficient. Additionally, foresight work must also support accurate foresight and, most importantly, contribute to strategic decision-making. Finally, a more structural barrier emerges from the typical separation between foresight practitioners and implementation stakeholders. As Poteralska and Sacio-Szymańska (2014) demonstrate, foresight practitioners often design and execute foresight processes without influencing the implementation of their results. Those commissioning the work rarely allocate resources for follow-up activities or applied research to facilitate implementation. As a result, even when evaluation frameworks are developed, they often remain untested in practical settings, undermining their utility and limiting their contribution to the field (Poteralska & Sacio-Szymańska, 2014).

Building on the aforementioned barriers, a further layer of complexity is introduced by a criticism (Iden J et al., 2017; Vecchiato, 2012), highlighting the lack of empirical evidence and demonstrating how strategic foresight contributes to sustained advantage and the inability to clearly demonstrate its impact. Additionally, Rohrbeck and Schwarz (2013a) argue that the perceived ambiguity and underappreciation of foresight's value

may partially explain organisational hesitance to embrace it fully. Furthermore, it is important to note that what is most easily measurable may not necessarily capture the most meaningful outcomes of foresight initiatives.

As evidenced by the above discussion of past studies, despite the growing recognition of strategic foresight as a critical capability for navigating uncertainty and complexity, significant barriers continue to hinder its effective implementation and evaluation. These include the lack of tailored evaluation methodologies, insufficient resources and practitioner expertise, weak links between foresight and strategic action, and limited integration with leadership practice. Moreover, the disconnection between foresight design and execution phases—combined with a general disinterest in evaluating impact—further constrains the practical utility of foresight systems.

This research responds to these gaps by proposing an integrated foresight-based leadership framework that enhances leadership effectiveness and embeds evaluation within strategic foresight processes. By aligning the SFM with the PCLP, the study not only bridges the gap between foresight theory and leadership practice but also provides a structured, context-sensitive model that can be applied within the management consulting industry.

2.3 Conclusion

With the above context in mind, it is evident there are gaps in current practices and a need for research in three key areas.

First, while corporate foresight can be seen as synonymous to strategic foresight, no research focuses on the management consulting industry *per se*. Additionally, the tool for environmental scanning is widely known as PESTEL analysis that is based on gathering weak and strong signals (I. Ansoff, 1976; Collis & Montgomery, 2008). Furthermore, the value of PESTEL analysis is constrained by its focus on the current static environment, overlooking environmental shifts and future developments. Research is needed to determine if these weaknesses are manifest in business practices and whether a toolkit for qualitative environmental scanning is necessary to bridge this gap in strategic foresight processes.

Second, there is a practice gap in qualitative methods for integrating multifaceted, non-econometric signals into scenarios. The challenge lies in combining signals with intricate meanings in a complex and unquantifiable environment. Existing literature on

foresight and scenario development presents various static analyses (I. Ansoff, 1976; M. E. Porter, 1996; Ringland, 1998). A toolkit is needed for qualitatively combining signals to create scenarios, as these are often built on econometric models. The link between non-quantifiable signals and scenarios is arguably one of the most crucial elements within a comprehensive framework for strategic corporate foresight.

Third, as previously discussed, existing literature lacks an integrated framework spanning from signals collection to strategy implementation (Micic, 2010). Frameworks focus on weak signals theory with or without scenario development (I. Ansoff, 1976; Liebl, 1996; Stoffels, 1994). Prior studies (Rohrbeck, 2010a; Rohrbeck & Schwarz, 2013a) have primarily focused on foresight processes in corporate innovation or public policy but often overlooked how personal leadership paradigms—especially contingent—intersect with strategic foresight in practical, organisational settings.

Additionally, research highlights a lack of practical insights on how foresight is applied and evaluated within organisations (Rohrbeck & Kum, 2018b). Few studies explore its integration with strategic planning, innovation, and operations (Gordon et al., 2020).

This addresses the urgent need for actionable foresight tools that improve responsiveness, foster innovation, and enhance decision-making under uncertain conditions. The research thus makes theoretical and practical contributions by filling a critical void in the literature and offering a solution for leaders facing discontinuous change.

3 RESEARCH METHODOLOGY AND QUESTIONS

3.1 Introduction

Building on the literature review, this chapter explicates the research methodology and questions that need to be addressed and the case studies to develop and justify the researcher's PCLP: the SEC. Drawing from the philosophical underpinnings of enquiry philosophy and the case studies analyses, it outlines the approach undertaken to explore the research questions or propositions. This chapter details the methodology used to examine the theoretical model established in Chapter 1 and address the research questions discussed in the same chapter. It is divided into six sections, as shown in Figure 13.

Section 1 of the research process presents the research aim and its contribution to advancing theory. In Section 2, the research strategy and justification of the research method used are presented as well as the reasoning behind not selecting other methods. Section 3 describes the case study methodology and appropriateness of the method selected. Section 4 details the case study design and selection of the case studies. Section 5 describes the different research techniques used in this research and in the final section of this process, the research approach is presented.

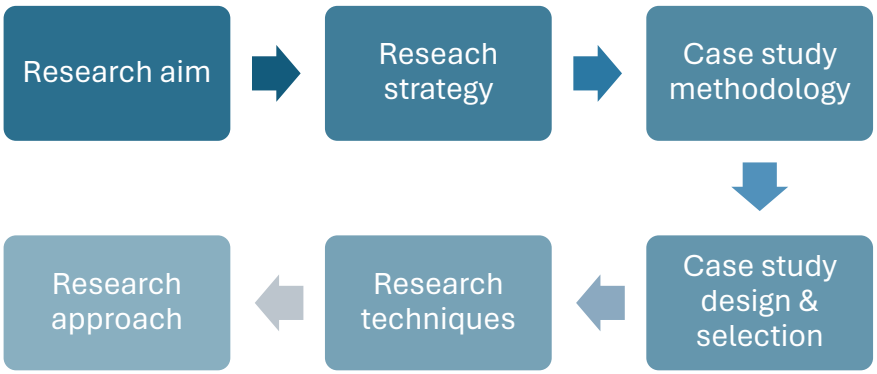


Figure 13: Research process of study

3.2 Research Aim

The aim of this research can be divided into aspects whose purpose is to advance management practice and theoretical basis for the case studies to be conducted in this study. This will create new learning openings and capabilities to be applied in the SEC.

The expected management contributions of the research are:

1. Developing a framework to evaluate leadership effectiveness, using two criteria: contribution to foresight and quality of strategic decision-making.

2. Introducing a PCLP grounded in the SEC model outlining six core elements that shape how leaders perceive and respond to challenges.

3. Presenting the SFM**,** structured around three pillars: context, competencies, and proficiency levels.

4. Proposing a tailored SFM to integrate into existing strategic functions to enhance organisations' abilities to anticipate and adapt to future trends, ensuring continued relevance and effectiveness and optimising the SFM and integrating it into practice. This model would provide organisations in the management consulting industry with a systematic and future-oriented approach, which will advance management practices (Camp, 2003b).

5. Identifying best practices and contextual factors that are essential to implementing best practices in strategic foresight systems for long-term survival and improving the SEC leadership model.

This research will advance theory by pursuing the following aims:

6. Enhancing strategic foresight competencies and identifying essential components for optimising foresight systems.

7. Applying contingency theory to strategic foresight, demonstrating how leadership effectiveness varies based on situational and contextual factors.

8. Establishing links between strategic foresight, innovation, organisational culture, and disruption management.

9. Defining proficiency levels in strategic foresight: normative recommendations for value creation and adaptive response.

10. Identifying competency areas for effective strategic foresight implementation.

The table 11 summarises the key literature gaps identified in Chapter 2 and demonstrates how the study's theoretical and practical contributions address these gaps.

As shown in the table, this research addresses multiple gaps in the existing literature on strategic foresight and leadership. By proposing an integrated foresight-based leadership framework within the PCLP, which is the SEC model, contributes to the divide between strategic foresight and leadership practice. Also, by aligning the SFM with the PCLP, the study not only bridges the gap between foresight theory and leadership practice but also provides a structured, context-sensitive model that can be applied within the management consulting industry. Furthermore, by developing a leadership evaluation framework and a contextual foresight model (SFM), the research tackles the lack of practical evaluation tools and models tailored to organisational realities. The study also defines foresight proficiency levels and core competencies, responding to the need for standardised capabilities and training guidelines. Finally, by linking foresight to innovation, culture, and disruption management, this research expands foresight's relevance in contemporary business challenges.

Table 11: Linking literature gaps to theoretical and practical contributions of the study

Research Gap	**Corresponding contribution(s)**	**Significance**
Lack of research on strategic foresight in the consulting industry and the need for dynamic, future-oriented environmental scanning tools beyond static models like PESTEL (I. Ansoff, 1976; Collis & Montgomery, 2008).	3, 4	Provides a more adaptive, qualitative toolkit for environmental scanning in strategic foresight processes.
Limited integration of framework spanning from signals collection to strategy implementation (Micic, 2010).	4, 5	Contributes a qualitative toolkit that links non-quantifiable signals to scenario development, addressing a gap in strategic foresight frameworks.
Lack of evaluation frameworks to assess the outcomes and effectiveness of foresight initiatives in companies (**Rohrbeck & Kum**, **2018b).**	1	Provides measurable criteria for evaluating leaders using foresight and decision-making.it also can help organisation measure the impact and value of foresight activities.
Limited integration of foresight with leadership. Prior studies (Rohrbeck, 2010a; Rohrbeck & Schwarz, 2013a) have primarily focused on foresight processes in corporate innovation or public policy but often overlooked how personal leadership paradigms—especially contingent—intersect	2, 5, 6	Offers the SEC model and its integration with foresight to enhance leadership practice.

Research Gap	Corresponding contribution(s)	Significance
with strategic foresight in practical, organisational settings.		
Lack of contextual foresight models. L**ittle has been done to incorporate foresight with strategic planning processes, innovation, and operational activities (Gordon et al., 2020).**	3, 4	Introduces SFM with context and adaptability emphasis, enabling practical implementation.
Disconnection between foresight and innovation/culture. **Research highlights a lack of practical insights on how foresight is applied and evaluated within organisations (Rohrbeck & Kum, 2018b). Few studies explore its integration with strategic planning, innovation, and operations (Gordon et al., 2020).**	8, 9	Bridges foresight with organisational innovation, disruption, and cultural agility.
Lack of a flexible evaluation framework adaptable to various foresight contexts. The **absence of a structured model to assess foresight proficiency levels across different organisational settings (Makarova & Sokolova, 2014)**.	7, 9, 10	Establishes levels and competencies for systematic application and training. It addresses the difficulty in evaluating foresight efforts because of the diversity in project types, which implies a gap in standardised evaluation methods.

This study is aimed at enhancing foresight practices and is guided by three research questions (see Table 5 in Chapter 1). These questions are analysed in two contexts:

1. At a personal level by exploring the researcher's experiences as a leader over the past decade. Research questions are tailored to focus on the individual, with evidence directly related to the researcher.

2. At a company level against a five-year interval relying on data from 2017, which will be matched with firm performance data in 2022. Through this, the research will identify the behaviours and characteristics of leaders who practice foresight at the executive level of leadership in daily business, during inflation and COVID-19 pandemic crises, and how this has changed for the case studies participants over time.

In addition to providing insights into the strategic use of foresight as a tool for crisis management and adaptation in a rapidly changing environment, the research questions

will maintain focus and justify the validation of adding elements that represent thinking techniques to spur the SEC steps process.

3.3 Research Strategy

The research strategy should develop the most effective theoretical model to answer the study research questions. It explains some present circumstances by answering explanatory research questions like “how” and “why”. This explanatory method is relevant and recommended when the research questions require an extensive description (R. K. Yin, 2018a) and the research field is relatively new (RK Yin, 2003), as is the case of this study about the “strategic foresight model”.

The purpose of this study is to develop and articulate a comprehensive model for strategic foresight that integrates organisational measurement, leader foresight contributions and a future-oriented approach to strategy development, ultimately enhancing an organisation’s long-term success, adaptability to discontinuous change and capacity for radical innovation. This model will justify the validation of adding elements to the researcher’s SEC process. The methods used in the research strategy are literature review, qualitative research and longitudinal case study.

3.3.1 Operational Definitions of Key Variables from the Literature

Exploring the literature in Chapter 2, the researcher found it essential to build the foundation of a theoretical framework and present an outline of the operational definitions of the key variables used in the research. These definitions are grounded in established literature and the study’s contextual needs.

Table 12 presents the operational definitions of the key variables and constructs underpinning the research design. These definitions form the basis for data collection, analysis, and interpretation, and ensure consistency in how core concepts are understood throughout the research. Foundational and recent references have been cited to align with theoretical and practical developments in the field.

Table 12: Operational definitions of key variables used in this study

Term	Operational Definition	Source(s)
Strategic foresight	Strategic foresight is the ability to create and maintain a high-quality, coherent and functional forward view, and to use the insights arising in	(Slaughter, 1998, p. 382)

Term	Operational Definition	Source(s)
	useful organisational ways. For example, to detect adverse conditions, guide policy, shape strategy, and to explore new markets, products and services. It represents a fusion of futures methods with those of strategic management.	
Leadership Effectiveness	Leadership effectiveness is needed in the supply chain by enabling professionals to focus on their respective areas of competence.	(Coman, 2008, p. 308)
Environmental Scanning	Environmental scanning is built on the idea of assessing the environment that has been guided by the assumption that detecting changes is primarily the responsibility of top management.	(Rohrbeck, 2010)
Level of innovation	An organisation's level of innovation has been understood as a four-dimensional measure, with a market, technological, organisational and environmental dimensions. In this sense, innovation constitutes an integral component of a company's strategic framework.	(Gemünden et al., 2007)
Disruptive technologies	Major driver of innovation in organisations, which means their efforts to produce good products and make higher returns. In this sense, built a theory on disruption to explain how important performance leaps in technology lead to the failure of large incumbent firms.	(Christensen, 1997b)
Foresight methods	Foresight methods are "methods of anticipation," describing them as prospective tools in strategic management aimed at mitigating the risks associated with uncertainty.	(Rohrbeck & Kum, 2018b)
Foresight evaluation elements	A group of elements that can enrich foresight evaluation framework, such as the development of an evaluation model, extensive use of quantitative methods, elaboration of evaluation scales, inclusion of economic indicators into evaluation and provision of more openness and transparency for evaluation results.	(Makarova & Sokolova, 2014)
Foresight facilitators	Foresight facilitators must possess a broad range of capabilities, including technical competence, professional credibility, the ability to navigate and moderate diverse perspectives while remaining impartial, and the capacity to translate insights into actionable business strategies.	(Carlson, 2004)
Foresight evaluation components	The three essential evaluation components: quality, success, and impact.	(Van der Steen & Van der Duin, 2012)
Foresight practitioners	Foresight practitioners often design and execute foresight processes without influencing the implementation of their results.	(Poteralska & Sacio-Szymańska, 2014)
PCLP	PCLP is a "set of values-driven behavioural leadership guidelines," and its purpose is "to	(Fayed , 2024, p. 1)

Term	Operational Definition	Source(s)
	secure desired outcomes, given relevant inputs and specific evolving circumstances."	
Stakeholders	Persons, groups and entities with interest in an organisation. For a company, this typically includes shareholders, suppliers, customers and employees.	(S. Anderson, 2020a)
Strategic Arena Network (SAN)	The SAN serves the organisational demand system and comprises its supply system.	("Module 1: The business ecosystem," 2022)
Strategic planning	Planning strategically means a company is proactive rather than reactive and creating opportunities rather than responding to them.	(Irwin, 2002)
Transformational leadership	When a leader inspires their follower by conveying a clear vision of the company's goals, a distinct passion for the work, an ability to encourage change and motivation towards goals, they are transformational.	(Bass & Riggio, 2014, p. 5)

The literature review in Chapter 2 opened the way to explore more knowledge about strategic foresight. Thus, understanding that strategic foresight is defined by strategic management that can profit from future insights, explore new markets, identify future risks and, through an innovation management perspective, explore new products and services based on these insights. Therefore, two primary perspectives were developed in Chapter 2 that form the research framework for the literature review:

1. The strategic management and planning perspective, which includes research on management and leadership theories, strategic planning and uncertainty – supported by the management discipline of foresight – and environmental scanning.

2. The innovation management perspective, which includes technological and other innovations as well as working with scenarios and disruptions.

The review was designed to provide a consistent, replicable and transparent method of identifying and analysing the existing body of knowledge about strategic foresight and provide a foundation for this study on which further research can be developed.

3.3.2 Qualitative Research

Essentially, the decision between a quantitative and qualitative research approach is driven by the study's purpose. On one hand, a qualitative research approach describes a

phenomenon or generates a theory. At the fundamental level, taking a qualitative approach to studying leadership means the researcher is interpreting language, action, events, opinion and perspectives through the eyes of those being investigated (Bryman, A., Bresnen, M., Beardsworth, A. and Keil, 1988). On the other hand, a quantitative research approach explains causes and makes predictions (A. & B. E. Bryman, 2007).

Punch (1998) maintains that the methods used should be in line with the research questions, since quantitative methodology is unable to generate theory or provide in-depth explanations as qualitative enquiry does (Cavana, RY, Delahaye, BL and Sekaran, 2009). Therefore, a qualitative approach was carried out in this study to produce useful theory and answer the research questions. Considering the objective of this study, this type of research can be defined as explanatory. The main aim is to establish a relationship between variables (Saunders, M., Lewis P. & Thornhill, 2009).

While the researcher's overarching purpose that guides this study is to develop and articulate a comprehensive model for strategic foresight, for the research design, the focus was on the following questions:

- **How does a leader's effectiveness, as measured by their foresight contributions and strategic decision-making in the face of uncertainty, impact an organisation's long-term success, adaptability to discontinuous change and capacity for radical innovation?**

- **What are the key elements of foresight practices? What are the levels of proficiency within these elements?**

- **How can strategic foresight contribute to leading and managing discontinuous changes and crises?**

To answer the above questions and assess whether the approaches outlined in the research questions were used in leadership practice, the research encompasses three distinct case studies (refer to Table 13). The first explores the researcher's personal leadership journey and analyse the leader's effectiveness based on two measures: **foresight contribution** and **strategic decision-making**, while the remaining two cases focus on the application of strategic foresight within organisational settings. These latter case studies involve interviewing management and leadership professionals from five management and leadership firms. All case studies are explored in Chapter 4. In

Chapter 5, the researcher will present the qualitative research findings that enhance some elements that represent thinking techniques to spur the SEC steps process.

Table 13: Case studies overview

Case study	Description	Timeframe
1	One case study centres on the researcher as a leader, exploring their experiences within organisations over the past decade. The unit of analysis is the researcher. Research questions are tailored to focus on the individual, with evidence directly related to the researcher.	2012–2023
2 & 3	Two case studies are based on interviews with the subject of strategic foresight. Research questions are scrutinised over a five-year interval. Case studies include big and boutique consulting firms to test the strategic foresight model's value.	2017–2022

3.3.3 Longitudinal Case Study

A. Bryman (2008) declares that case study research generally involves a longitudinal element. A longitudinal study entails studying the same phenomenon on two or more occasions in order to discern any perceptible change that has occurred over time (p. 695). A. Bryman (2008) posits that, in a case study, the researcher in a longitudinal study may: (a) conduct a series of interviews with the subjects, which will help them to find out any change in the unit under analysis; (b) immerse themself in archival data and records or previous interviews carried out by another researcher; and/or (c) come back to the case being studied at a later stage to look for trends and changes. Adopting the above approach, this research is based on three case studies (see Table 10).

The first overarching research question (see section 3.3.2) will be addressed by assessing the efficacy of the researcher's leadership model across various dynamic contexts and refining the process of the capabilities of their initial SEC model mentioned in Chapter 1. To address this enquiry, the case study methodology is deemed a valuable research method for investigating the practical application and effectiveness of the PCLP in diverse leadership roles.

3.4 Case Study Methodology

In the context of this research, case studies are suitable for ensuring a strong qualitative substance on which to produce useful theory (Helfat, n.d.) and reduce the risk of over-simplification associated with quantitative research, which uses statistical modelling (Lamnek, 2005). That said, R. K. Yin (2003). points out that many researchers tend to

believe that case studies lack a systematic procedure, leading to concerns about subjectivity (p. 3). Adopting a contrary approach, Eisenhardt and Graber 2007). argue that “well done theory” building from cases is surprisingly “objective” because its close adherence to the data keeps researchers “honest” (p. 25). For this study, a multiple case study design was selected because it will develop theory that is more robust, generalisable and testable (Eisenhardt & Graebner, 2007).

While attaining complete conformity in case study methodology remains highly improbable, given the inherent challenge of a researcher fully “bracketing out” all preconceptions and biases, an optimal approach involves highlighting one’s value preferences at the commencement of the research. This recommendation aligns with the proposal made by Weber (1949). The researcher’s value preferences were mentioned under the research aim in sections 1.4 and 3.2.

For development of the SFM, the researcher follows inductive reasoning. Without relying on pre-existing theory, it addresses the result from previous experience and seeks to make a theory. This process is more associated with theory building as it strives to uncover general statements about patterns based on accumulated observations, which can be used for theory development. Data generation in this type of reasoning is guided by the researcher’s experience and a basic research framework agenda, following a process of discovery and culminating in generalisations of individual observations (Kelle, U., & Kluge, 2010). Others argue that some theoretical background should help focus and direct the research as well as ensure that all data relevant to answering the research question is collected (RK Yin, 2003).

As discussed in the literature review in Chapter 2, strategic foresight has different perspectives that form the research framework. In consequence, it was aimed in this research to build on prior knowledge, use available theories and use original empirical data to fill the gaps and enhance understanding where needed.

3.5 Case Study Design and Selection

The aim of this research is to define a SFM that can help management consulting firms in times of change or uncertainty and create new learning openings and competencies to be applied in the SEC researcher’s model. For that reason, this research studies companies that are in the management consulting industry. This made it possible to identify new facts to search for the same practice in different companies and check the

limits of application by finding cases in which the element of a strategic foresight system is not being used.

While Ragin (1994) highlights that the investigation design touches all aspects of the research, from the minute details of data collection to selection of the data collection techniques, R Yin (2014) calls case study research design a "craftwork" and the key that unlocks before the researcher and audience all the primary elements of the research—the purpose of the research, research questions, type of case study research to be carried out, sampling method to be adopted, sample size, data collection techniques to be adopted, and the analysis and presentation of the data and research findings.

In case study research, each case should be selected for a special purpose and contribute to answering the research question (RK Yin, 2003). Adopting an explanatory approach, this study looks for causal factors to explain a phenomenon (R Yin, 2014). The primary focus of a case study is to explain "why" and "how" certain conditions come into being; that is, why a sequence of events occurs or does not occur (R Yin, 2014).

The focus of this research is three case studies because a multiple case study design has a greater chance of weeding out data collection errors or prejudices and produces a more acceptable end result. They are generally considered more compelling, robust and worthy of undertaking (R Yin, 2014).

Table 14: Case studies selection

Leadership level	**Description**	**Research questions**	**Timeframe**
Personal	Leading with foresight: The impact of a leader's strategic vision on organisational ingenuity	How does a leader's effectiveness, as measured by their foresight contributions and strategic decision-making in the face of uncertainty, impact an organisation's long-term success, adaptability to discontinuous change and capacity for radical innovation?	2012–2023
Company	Foresight unveiled: A deep dive into key elements and proficiency levels in strategic foresight practices	What are the key elements of foresight practices? What are the levels of proficiency within these elements?	2017
Company	Adaptive leadership in crisis: The role of strategic foresight in	How can strategic foresight contribute to leading and managing discontinuous changes and crises?	2022

	navigating discontinuous changes		

The case studies aim to encapsulate the essence of each research question and provide a focused lens for analysing the specific elements, proficiency levels, crisis management, competitive strategy enhancement and evolving nature of strategic foresight practices.

3.6 Research Techniques

It is important to use many research techniques to ensure sufficient triangulation of data (RK Yin, 2003). Triangulation means using more than one method or data source in the study of social phenomena, so findings may be cross-checked (A. Bryman, 2008). In this research, many instruments are used to allow sufficient triangulation.

3.6.1 Data Collection

R. Yin (2009) defines a case study as an empirical enquiry that investigates a phenomenon in its real-life context. In case study research, multiple data collection methods are used, as it involves in-depth study of a phenomenon. As highlighted by R. Yin (2009), a case study is not a data collection method; rather, it is a research strategy or design to study a social unit.

This study uses two data collection instruments:

- **Interviews** that are guided and supported by a context questionnaire completed by the participant (see Appendix A). The interviews were documented within a template and lasted one hour. In each interview, the research aim, questions, framework and key concepts were described to avoid misunderstanding. To improve objectivity on the research context, a consistent questionnaire was used. The questionnaire comprised information on the participant, company profile, nature of strategy, strategy planning and development, volatility of environment, information and methods usage in scanning and foresight activities, foresight projects, prioritising insights, value from foresight, innovation and measuring impacts.

- **Academic publications**, including peer review journals and academic books on strategic foresight, strategic planning and innovation management practices. These are primarily used for clarification of strategic foresight processes and understanding the logic behind the strategic foresight practices.

3.6.2 Data Coding

While the data needs to be rich and extensive enough to allow for adequate account of contextual information (Richards, 2005), the large amount of data gathered in a case study poses a challenge to researchers (Rohrbeck, 2010). Therefore, the data needs to be reduced or filtered to make it possible to derive focused conclusions (Lee, 1998).

Coding entails a process of taking out key elements in the data, then defining and labelling them. Researchers develop codes as they study and interact with their data. Codes are emergent and come out of the field data (Charmaz, 2014). To store and manage this amount of data, the computer-based qualitative research tool NVivo14 was used. This software made it possible to store all the documents and organise them by information source and content.

In this study, coding was **deductive**, based on prior literature, and **inductive**, emerging from the data—a combined approach that enhances analytical depth (Behfar & Okhuysen, 2018a; Howell, 2013a; Pettigrew, 1997a).

To facilitate data storage, management, and analysis, the qualitative research software **NVivo14** was used. NVivo is widely recognised for its capacity to support complex qualitative coding, manage large volumes of data, and aid in the transparent tracing of themes (Nowell et al., 2017; Zamawe, 2015). All documents and interview transcripts were uploaded into NVivo, coded, and organised according to source and thematic category.

To make sense of the data, it is recommended to use a category system for coding the data – a process that involves attaching keywords (the codes) to words, sentences or diagrams in the documents (Saunders, M., Lewis P., & Thornhill, 2009). In this research, the coding system was created deductively from the literature and inductively from the collected data.

3.6.3 Key Participants

The major methodological shortcoming of the previous studies was the exclusive use of foresighters as informants (Rohrbeck, 2010). To observe comprehensive strategic foresight elements, this research uses three types of key participants: a CEO, expert strategy manager and corporate foresight manager.

Previous foresight studies relied almost exclusively on specialist "foresighters," limiting the breadth of insight captured (Rohrbeck, 2010a). To obtain a more holistic view, this study employed purposive maximum-variation sampling (Patton, 2002) across four key leadership roles, who are involved in foresighting activities in their companies, within the target population of mid-size Australian consulting firms: one head of technology, two founding directors, one CEO and one CEO/Senior Partner. This multi-informant design emphasises role diversity to enhance case validity. Five structured interviews were conducted until thematic saturation was reached, satisfying (R. K. Yin, 2018b) embedded case-study guidelines. Interview data were enriched by comparing with corporate reports and internal foresight documents, further strengthening construct validity (Bowen, 2009).

Table 21 (Chapter 4) details participant roles and years of foresight experience, illustrating the depth of practitioner insight captured.

3.6.4 Ethical Considerations

The issue of ethics in case study research constitutes an important component for researchers. R. Yin (2014) says that ethics in a case study can be strengthened in the field by conducting the study with extra care and sensitivity towards the participants by adopting several key steps: (a) obtaining informed consent, (b) protecting participants from harm, (c) avoiding the use of deception towards the informants, (d) protecting the privacy and confidentiality of all those who participate so they do not unwittingly, by taking part in the research, put themselves in an undesirable position, and (e) taking precautions to protect vulnerable groups when they constitute the case study subject. For these reasons, ethics approval was obtained for this research and all interview participants were invited to complete a consent form (see Appendix B).

3.7 Research Approach

This research points to two guiding propositions. First, a company can develop competencies that will enable it to survive and succeed when encountering discontinuous change, and second, the ideal set of competencies will depend on contextual factors. As described in the research aim (see section 3.2), these propositions build on assessing the applicability of leadership theories and use the contingency and transformational theories as theoretical frames.

In addition, this research contributes to the development of a theory through a predominantly inductive approach employed in interviews. Inductive reasoning, characterised by its progression from observations towards the formulation of a more generalisable theory, stands in contrast to deductive reasoning, which leverages a pre-established generalisable theory from academic publications to construct specific arguments (Behfar & Okhuysen, 2018b). This research process involves making inferences from interviews that align with an inductive orientation (Higgins et al., 2020). Conversely, the construction of a research framework grounded in theories from established references reflects a more deductive approach.

This research adopts an exploratory stance, prioritising pattern recognition over the validation of generalised predictions, thus embracing an inductive orientation (Edmondson, A. C., & McManus, 2007). This perspective recognises that a deductive inference aims at generalising recurring observations rather than establishing an absolute "truth" (Howell, 2013b). Deduction, as a methodological framework, initiates with established theories, formulates hypotheses derived from these theories, and subsequently tests these hypotheses through observations and various data collection techniques. This method of hypothesis testing is commonly known as the hypothetico-deductive method (Scott, 2014).

Consequently, instead of trying to force a singular, linear approach on the research, this study iterates between inductive and deductive processes, which results in a true creative research process (Pettigrew, 1997b).

3.8 Conclusion

In this chapter, the researcher outlined the research aim and its contribution to theoretical advancement. The chosen research strategy was presented, along with the rationale for selecting the specific research method and reasoning behind the exclusion of alternative methods. A comprehensive overview of the case study methodology was provided, emphasising its appropriateness for the research. The researcher expounded the rationale behind the selected research design for the longitudinal case study and qualitative field research, including the underlying research approaches. Detailed insights into the research procedures, case study design and case study selection were offered. Furthermore, a description of the diverse research techniques employed in this study was provided. The concluding section of this chapter presented the overall research approach.

The subsequent chapter will encompass the outcomes of interviews, analyses of case studies and the findings from the qualitative research study, shedding light on the components of the SFM.

4 RESEARCH FINDINGS AND THE STRATEGIC FORESIGHT MODEL

4.1 Introduction

This chapter encompasses the analyses of case studies, outcomes of interviews and findings from the qualitative research study, shedding light on the SFM components and SEC validation.

To evaluate the use of the approaches outlined in the research questions within leadership practices, this chapter presents research variable data by calculating descriptive statistics and data analysis techniques to set the stage for the discussion of findings in Chapter 6. In Chapter 5, the researcher will present the evolution of the SEC model in relation to the proposed strategic foresight.

As shown in the literature review in Chapter 2, strategic foresight is a new research stream that can be used to guide potential research on strategic foresight. Consequently, this chapter builds on available prior knowledge and uses original data from the interviews to fill the gaps and enhance the understanding and importance of the SFM. It also outlines the elements of the SFM undertaken to explore the research questions and findings.

This chapter is divided into five sections, as shown in Figure 14. Section 1 of the data analysis process outlines an overview of the three case studies that form the basis of the research findings preceded by the research questions that are applied to the cases. Section 2 explores case study A and its analysis. Section 3 introduces the coding and identifies some theoretical conclusions to develop the SFM. In Section 4, the researcher explores elements of the SFM by relying on case studies B and C, which are based on interviews conducted with the five management and leadership consulting firms. Section 5 highlights best practices for the usage of the model selected.

Figure 14: Data analysis process

4.2 Case Studies Overview

The research encompasses three distinct case studies (refer to Table 15). The first explores the researcher's personal leadership journey, while the remaining two cases focus on the application of strategic foresight within organisational settings. These latter case studies involve interviewing management and leadership professionals from five management and leadership firms.

The study begins by providing an overview of the personal case study, followed by in-depth examination of the two organisational-level cases. Comparative analysis of the two practice frameworks will precede a discussion aimed at extracting best practices to inform the proposed SFM.

Table 15: Case studies selection

Leadership level	Key positions	Description	Research questions	Timeframe
Case A: Personal level	Founding director	Leading with foresight: The impact of a leader's strategic vision on organisational ingenuity	How does a leader's effectiveness, as measured by their foresight contributions and strategic decision-making in the face of uncertainty, impact an organisation's long-term success, adaptability to discontinuous change and capacity for radical innovation?	2012–2023
Case B: Organisational level	Founding directors, CEOs, head of technology and senior partner	Foresight unveiled: A deep dive into key elements and proficiency levels in strategic foresight practices	What are the key elements of foresight practices? What are the levels of proficiency within these elements?	2017
Case C: Organisational level	Founding directors, CEOs, head of technology and senior partner	Adaptive leadership in crisis: The role of strategic foresight in navigating discontinuous changes	How can strategic foresight contribute to leading and managing discontinuous changes and crises?	2022

4.3 Case Study A: Leading with Foresight: Personal Leadership Journey 2012–2023

The research design of this case study centres on the question: **How does a leader's effectiveness, as measured by their foresight contributions and strategic decision-making in the face of uncertainty, impact an organisation's long-term success, adaptability to discontinuous change, and capacity for radical innovation?**

In Chapter 1, the researcher summarised their leadership journey (see section 1.1). This chapter provides greater details of this journey, analysing the leader's effectiveness based on two measures: **foresight contribution** and **strategic decision-making**. This will take the form of a longitudinal case study. In this situation, the first case study focuses on the leader and the emergence of the SEC model as a result of this journey.

The effectiveness of the researcher as a leader will be analysed based on foresight contribution and strategic decision-making through the following criteria.

1. **Vision clarity** (Collins & Porras, 1996): The clarity and specificity of the vision are significant to the researcher at personal and professional levels.

The researcher's current leadership approach has been extensively influenced by personal experiences accumulated over many years. These experiences encompass tacit and explicit knowledge acquired through involvement in charity services aimed at assisting vulnerable individuals, a commitment that commenced at the age of 15. This early engagement instilled in the researcher a profound vision of dedication to serving others, underpinned by core values such as honesty, trustworthiness and respect for others' inherent worth.

Upon relocating to Australia in the late 1990s following completion of a master's degree in administration and management, the researcher embarked on their initial leadership role, managing a retail optometry practice. Subsequently, they transitioned into the education sector, pursuing a Master of Arts at the University of Sydney and later a PhD at Charles Sturt University. These academic pursuits, coupled with practical experiences such as serving as a university lecturer, tutor and director on the board of an educational organisation, provided invaluable insights into diverse leadership contexts. It became evident to the researcher that adaptable leadership styles and knowledge are essential for navigating different organisational settings.

An opportunity arose for the researcher to join the board of trustees of a charity organisation, where they assumed a strategic leadership role alongside other board members. Over a six-year tenure, half of which coincided with a consultancy position advising the CEO, the researcher played a pivotal role in shaping the organisation's strategic direction and ensuring performance and innovation. Despite encountering challenges, particularly related to patriarchal influences within the board's decision-making processes, this experience proved instrumental in deepening the researcher's understanding of aligning personal values with organisational objectives and distinguishing between leadership and management roles.

Recognising the need to enhance their strategic decision-making capabilities, particularly in the face of patriarchal dynamics, the researcher pursued additional training at the AICD. This proactive measure not only fortified the researcher's strategic foresight abilities but also reaffirmed their commitment to their vision and bolstered their resolve to contribute meaningfully to organisational success. Envision is the first component in the SEC and means the leadership style springs from a shared vision and how to translate it into reality (Nanus, 1995). This is about envisioning how the researcher, as a leader, will get from the current reality to where they need to go to be successful.

The clarity and specificity of the vision were central to the researcher's development as a leader (Collins & Porras, 1996). Facing patriarchal dynamics, the researcher pursued formal governance training (AICD), reinforcing their commitment to a clearly articulated vision. This proactive behaviour aligns with the **"envisioning" dimension of strategic foresight** (Nanus, 1995b), a component of the SEC model developed in this study.

This supports past findings by Rohrbeck (2010a), who links vision clarity with higher foresight maturity. Furthermore, this personal case highlights the finding by Hines (2016), who build a framework on a key assumption that the futurist's goal is to influence the decision-making process and how individual foresight capability can evolve, which extends the literature focused predominantly on organisational foresight capabilities. It also addresses the study issue concerning how personal foresight shapes leadership decision-making in complex, value-driven contexts.

2. **Data utilisation and feedback** (McAfee & Brynjolfsson, 2012): The extent to which data and information are leveraged to inform leadership capabilities and behaviours.

Over the past two decades, the researcher has actively engaged in continuous leadership development initiatives, yielding valuable insights into their managerial and leadership behaviours. These insights have been acquired through a series of formal feedback mechanisms, enabling the researcher to compile and review tangible materials documenting their leadership journey. Leveraging these materials, the researcher has initiated the construction of their proposed SEC, drawing on two primary sources of information, consistently yielding insights based on the percentage of positive responses obtained from respondents.

These information sources are contextualised within specific timeframes to provide background context. The perception of the researcher's capabilities was assessed through surveys conducted in 2017 and 2021, with employees of the charity organisation during the researcher's tenure as the CEO's consultant providing feedback on their leadership style. An overview of this feedback is provided in Appendix C. The survey results confirm the two values of the researcher, trust and honesty, and demonstrate that the researcher possesses the following capabilities: envision, establish, enable, empower and execute. These represent most of the capabilities of the SEC model.

Within Appendix C, the assessment of the researcher's capabilities focuses on observed behaviours categorised as leadership styles. These styles, as depicted in Figure 15, reflect feedback from survey respondents regarding observed behaviours. A dominant style is identified when behaviours receive a positive response rate exceeding 70%, while backup styles are indicative of positive responses falling within the range of 50% to 65%. For instance, in 2017, the researcher's leadership style predominantly exhibited "Empathic Listening" behaviour.

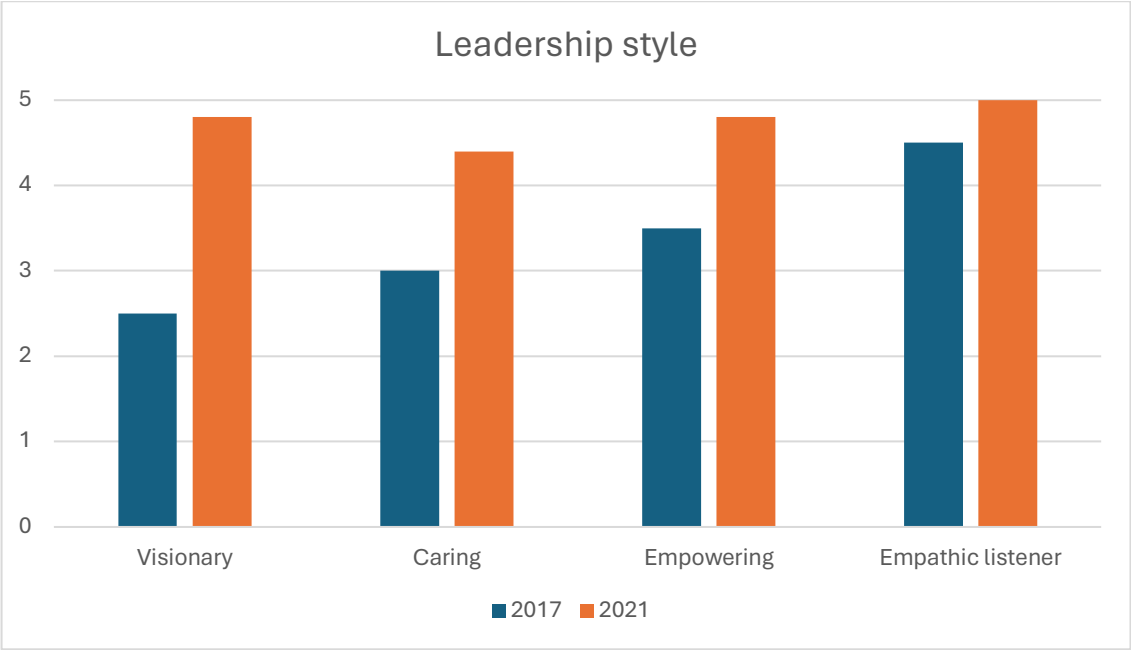


Figure 15: Researcher's leadership style

A comparison of survey results from 2021 reveals that Empathic Listening remains the researcher's dominant leadership style, with additional behaviours such as Visionary, Caring and Empowering emerging as backup styles. It is important to note here that "Empowering" others through decision-making and "Ensuring" business acumen are two important components of the researcher's SEC model.

This evolution in leadership behaviours reflects the researcher's growth and adaptation to different leadership contexts over time. Furthermore, it has prompted them to pursue further education to deepen their understanding of this dynamic environment. Consequently, the researcher transitioned from an academic role to that of establishing a leadership and management consulting firm and became its founding director, blending theoretical knowledge with practical methodologies in workshops and sessions aimed at developing leaders within their current leadership and management consulting business – ALN. The researcher will focus on building trust and establishing a clear vision and mission that aligns with organisational objectives as an application of the second component of the SEC model, "Establish".

Over the past two decades, the researcher has actively engaged in continuous leadership development, gathering insights through structured feedback mechanisms and reflective practices. These experiences have enabled the researcher to build a portfolio of evidence documenting their leadership evolution.

This aligns with the argument (McAfee & Brynjolfsson, 2012) that data-driven decision-making enhances organisational performance and leadership responsiveness. As a result, leaders can make better predictions and smarter decisions if they learn how to ask the right questions and embrace evidence-based decision making (McAfee & Brynjolfsson, 2012). In this case, feedback informed the second component of the SEC model, *Establish*, which involves setting a clear mission grounded in shared trust. **This finding supports the study issue concerning how foresight capability is operationalised in leadership practice**, especially when grounded in real-time data.

3. **Long-term perspective** (Chermack, 2011; Van der Heijden, 2005) and **backcasting** (Robinson, 2003a): The ability to anticipate future trends, opportunities and challenges relevant to the organisation's goals.

The researcher, acting as a consultant to the CEO (2015–2018) of a charitable organisation with a vision of creating a "caring world", faced significant challenges related to employee turnover and associated costs. Employing leadership skills, the researcher addressed these challenges while considering long-term perspectives and employing backcasting, a strategic planning method that envisions a desired future state and works backward to identify steps for achieving it (Robinson, 2003a).

Backcasting's usage in this scenario aligns with Sweeney and Meadows' (2003) emphasis on adopting a long-term perspective in strategic planning to effectively navigate complex environments. By anticipating future challenges and opportunities, organisations enhance their capacity for adaptation and innovation.

In 2017, the researcher analysed a situation involving employee turnover, using a task- and relation-oriented leadership approach. SWOT and PESTEL analyses were employed to assess the situation, followed by a qualitative study focusing on core leadership areas. Questionnaires distributed to employees aimed to identify traits and behaviours influencing retention, consistent with Flowers and Hughes' (1973) recommendations to study retention reasons. The survey revealed communication issues between managers and employees, resulting in procedural delays and misunderstandings. To address this, the researcher streamlined communication channels involving employees in decision-making and clarified organisational values. These initiatives aimed to foster a positive organisational culture conducive to long-term success.

Incorporating backcasting and long-term perspectives into the response to turnover underscores the researcher's strategic leadership approach, aligning present actions with future aspirations. Avolio and Gardner (2005) argue that effective leadership requires a forward-looking orientation, emphasising vision, innovation and strategic foresight.

The researcher's commitment to living by their values, as recommended by Kouzes, Posner and Buntin (2015), aligns with their assertion that understanding leaders' values is crucial for inspiring and enabling others. Overall, integrating backcasting and long-term perspectives into leadership responses positions the organisation for sustained success and resilience in a dynamic environment. Thus, the manifestation of the third component of the researcher's SEC model, "Enable", means leaders can perform their tasks successfully and accomplish their goals by emphasising the importance of a collective mission, taking risks to innovate and demonstrating high standards of ethical and moral conduct (Bass & Riggio, 2014).

This criterion evaluates the researcher's ability to anticipate future trends, opportunities, and challenges in alignment with the organisation's goals. The researcher demonstrated a long-term orientation by incorporating values-driven leadership into their decision-making, consistent with J. Kouzes et al.'s (2015b) emphasis on the importance of understanding and living one's values to inspire others.

The integration of backcasting, as conceptualised by Robinson (2003b), allowed the researcher to adopt an approach to scenario analysis, modelling and user engagement that represents a strong commitment to backcasting. This is consistent with envisioning a desired future and work backwards to identify the necessary steps, which enabled more strategic and proactive leadership responses. This supports Chermack's (2011a, p. 3) view that "learning how to see a situation—complete with its uncertainties—is an important ability in today's world". Therefore, foresight capabilities enhance organisational learning and performance by shaping strategic dialogue around long-term outcomes. Similarly, Van der Heijden (2005a) argues that leaders who embed future-oriented thinking are better positioned to guide organisations through uncertainty—an observation reflected in the researcher's leadership journey.

These findings contribute to the study's core concern—how foresight manifests in leadership practice—by showing that long-term thinking and structured future visioning (via backcasting) enabled the researcher to sustain ethical, values-based leadership while positioning the organisation for long-term success. This reflects the third

component of the SEC model, *Enable*, which emphasises empowering others, fostering innovation, and maintaining moral and ethical integrity (Bass & Riggio, 2014b).

Therefore, the study affirms and extends previous research by illustrating how combining long-term foresight with values-based leadership creates a foundation for resilient, strategic action in an unpredictable environment.

4. **Innovation orientation** (Tushman & O'Reilly III, 1996a) (Christensen, 1997): Plays a pivotal role in leadership practices, especially in fostering innovation and adopting emerging technologies.

Driven by recognition of the imperative for exemplary leadership in society, ALN, a leadership and management consulting company headquartered in Sydney, Australia, was founded by the researcher at the end of 2020. ALN is dedicated to nurturing global leaders and empowering individuals to effect positive change in society. Offering leadership mentoring and coaching, personal development programs and consultancies, ALN endeavours to bridge the gap in leadership development.

In 2021, the inaugural Leadership Program was launched, followed by successful delivery of a women's leadership program in 2023. The researcher's commitment to empowering women to surmount barriers to leadership led to the establishment of the Aspire Women Leadership Club (AWLC) in March 2024. In the pursuit of personal goals and aspirations, deliberate planning and strategic foresight play pivotal roles. This process involves meticulous assessment of the current situation and envisioning a desired future state. By setting clear objectives aligned with personal values, and strengths, the researcher navigates life complexities with purpose and innovation, propelling themselves toward continuous growth and self-improvement. Hence, the AWLC's emphasis on strategic foresight equips aspiring female leaders with the skills necessary to navigate complex and uncertain environments, driving positive change in society.

Moreover, analysis conducted by the researcher underscores the significance of incorporating sustainability and innovation in strategic business planning to empower and motivate the entire organisation to undertake appropriate actions (Hatami & Segel, 2021). The researcher highlights the importance of whole team participation in the decision-making process, particularly concerning strategic positioning and continuous improvement issues. McKinsey's study (Aminov et al., 2018) emphasises accountability

and empowering people to make decisions without requiring approval. The researcher's action idea is to hold sessions to clarify the organisation's core values and guide discussions toward aligning these values with the organisation's goals. This approach empowers the team by including them in the decision-making process, which forms the fourth component of the SEC model, "Empower".

Strategic positioning at ALN involves preserving its distinctive features, such as promoting leadership excellence and innovation through programs grounded in proven theory (M. E. Porter, 1979). ALN's focus on "personal strategy plan" workshops aims to generate revenue and mitigate cash flow pressures. S. Anderson (2020) argues that good stakeholder engagement guides the organisation to manage and mitigate risks, informs strategic direction to meet business objectives and helps deliver business goalsClick or tap here to enter text.. The researcher's potential lies in capitalising on connections with partners and beneficiaries to drive greater innovation. This requires knowing how to overcome resistance to change. The formula is to interpret the new reality, adjust to it and act in a new way that informs the fifth component of the SEC model, "Ensure".

In the capacity of ALN's founding director, the researcher has created a 12-month program tailored for emerging and executive leaders of a cybersecurity company, drawing on the SEC model. This program fosters the development of more effective leaders within the company. Grounded in research conducted within this DBL, the program incorporates innovative strategies supported by a robust evidence base.

Additionally, prioritising continuous improvement entails creating sustainable services based on innovation, which aligns with stakeholders' needs and interests (Jeffery, 2009). ALN built and sustained an in-house innovation capability to introduce new products based on digital platforms, addressing cash flow pressures and IT skills gaps ("Module 1: The Business Ecosystem," 2022).

In response to the COVID-19 crisis, ALN implemented sustainable technology strategies to effectively enhance internal and external communications. Allocating funds to the technology department to upscale ALN with digital platforms and apps is a viable solution to address this issue. Effective technology communication is crucial for ALN's performance, particularly during crises.

This criterion explores how openness to innovation and emerging technologies shapes the researcher's leadership. For ALN, communicating technology effectively was vital during crises, requiring adaptability and innovation.

This supports Tushman and O'Reilly III's (1996b) ambidextrous leadership model, which emphasises the leader's ability to manage exploration (new innovations) and exploitation (existing processes). Similarly, Christensen, (1997b) highlights how disruptive innovation challenges traditional leadership practices—paralleling the researcher's experience in guiding ALN through complex shifts.

This contributes to the study by showing how foresight-oriented leaders must integrate innovation thinking into everyday practices, thus linking foresight capability with real-time organisational transformation.

5. **Scenario planning** (Ringland, 1998; Schwartz, 1991): Proficiency in developing and analysing alternative future scenarios to inform strategic decisions.

During the COVID-19 crisis, ALN encountered financial losses amid heightened competition in the leadership and management consulting industry in Australia. In response, the organisation diversified its offerings by adopting an open system approach, inviting innovative contributions from independent stakeholders to stimulate demand. Currently, ALN's Consultancy Centre remains its sole service hub.

As highlighted by Ringland (1998), scenario planning plays a pivotal role in strategic planning, providing tools and methodologies to effectively navigate future uncertainties (p. 83). Similarly, Bawden (1998) underscores the significance of scenario planning as a foresighting technique in organisational strategic development, leveraging human capacity to imagine and learn from envisioned scenarios. Leveraging scenario planning, the researcher made critical decisions regarding the business' trajectory.

The versatility of scenario planning intrigues the researcher, as it can be applied across diverse contexts, problems and situations, continuously evolving in its application. The facilitation of scenario projects offers numerous opportunities for refinement and enhancement, driving its effectiveness in decision-making processes. As part of this strategy, ALN established two new strategic business units—the Education Unit and the Management and Organisational Unit—aimed at cost reduction and provision of advanced services and products, as illustrated in Figure 4 (see Chapter 1).

The integration of scenario planning, as discovered by the researcher in their strategy work, underscores the importance of strategic foresight in leadership development. Scenario planning provides leaders with a mental framework to effectively navigate emerging trends and uncertainties (Sweeney & Meadows, 2003). By enabling leaders to anticipate future challenges and opportunities, strategic foresight facilitates robust decision-making and joint action implementation (Avolio & Gardner, 2005).

The researcher aims to manifest concrete active steps—execution—to bring about results; leaders make things happen (Bennis & Nanus, 2003). To implement "Execute" with deliberate action, the researcher uses that foresight base to create, calibrate and execute their near-term strategies. They share their perspective on where and how to grow, how to execute new positions, and how to maintain and defend the core business (Webb, 2024), which demonstrates the sixth component of the SEC model, "Execute."

In navigating personal aspirations and goals, strategic planning and foresight emerge as indispensable tools. Deliberate goal setting, aligned with personal values and strengths, facilitates continuous growth and self-improvement, providing a sense of purpose and direction in the life journey. The incorporation of foresight into personal and professional spheres underscores the importance of transitioning from occasional foresight use to a consistent practice of Strategic Foresight. As Patricia Lustig (2017) articulates, Strategic Foresight is a systemic approach to future thinking, supported by various techniques (p. 19).

The integration of strategic foresight involves anticipating challenges, identifying opportunities and mitigating risks to develop effective strategies. Crafting personal narratives enables individuals to leverage past experiences and future expectations to inform present decisions and enhance foresight capabilities. Re-educating oneself entails shifting attention, perception and sense-making processes to cultivate strategic foresight proficiency.

Correspondingly, proficiency in anticipating future scenarios and crafting strategic responses is a core foresight practice. The researcher used personal narratives and future-focused reflection to enhance their ability to plan across multiple futures.

This resonates with Schwartz's (1991a) idea of the scenario method that can be used as a building block for designing strategic conversations and lead to continuous organisational learning about key decisions and priorities for the future, where

individuals become more adaptable by imagining alternative paths. Ringland (1998a) also stresses how scenario planning fosters more resilient strategic thinking.

In this case, the researcher's efforts in self-education and perspective-shifting mirror these principles, illustrating **how scenario thinking contributes to personal foresight capability**. This directly addresses the study issue regarding the transformative nature of foresight in leadership development.

Overall, as in the above context, the five criteria outlined in Table 16 provide a framework for evaluating the researcher's effectiveness in terms of foresight contribution and strategic decision-making. These findings demonstrate how foresight capabilities are enacted in practice and emphasise the role of personal transformation and contextual adaptation. This supports Bennis and Nanus (2003a), who argue that transformational leaders align vision, trust, and learning—a view that is echoed and further nuanced through the SEC model developed in this study. Thus, the analysis responds directly to the study's core issue: how leader's effectiveness impacts an organisation's success and cultivates foresight competencies in dynamic, real-world settings.

Table 16: The researcher's effectiveness, as measured by their foresight contributions and strategic decision-making

Criteria	Foresight contribution	Strategic decision-making
1- Clarity and specificity of vision	Engagement with charity roles from an early age to present demonstrates commitment to a clear and specific vision – personally and professionally.	The researcher's involvement in strategic planning sessions from 2012–2020 showcases a proactive approach to decision-making, aligning actions with the organisation's vision.
2- Data utilisation and feedback	Surveys conducted in 2017 and 2021 among employees of the charity organisation provide feedback on leadership style, indicating growth and adaptation in leadership behaviours over time.	Using insights from data analytics tools conducted in 2017 and 2021, the researcher implemented targeted strategies in response to employee feedback, demonstrating a data-driven approach to decision-making.
3- Long-term perspective and backcasting	Incorporation of backcasting and long-term perspectives from 2015–2018 underscores a strategic leadership approach, aligning present actions with future aspirations.	By integrating backcasting methodologies into strategic planning, the researcher made informed decisions aimed at achieving long-term organisational goals and mitigating future challenges from 2015–2018.

Criteria	Foresight contribution	Strategic decision-making
4- Innovation orientation	Significant contributions to leadership practices and a focus on fostering innovation and embracing emerging technologies from 2020 to present.	Spearheading initiatives to explore innovative solutions, the researcher implemented cutting-edge technologies, fostering a culture of innovation and adaptive decision-making from 2020 to present.
5- Scenario planning	Proficient in developing and analysing alternative future scenarios to inform strategic decisions from 2020 to present.	Leveraging scenario planning techniques, the researcher anticipated potential outcomes and formulated contingency plans, enabling agile and effective decision-making in dynamic environments from 2020 to present.

As demonstrated in the preceding section, the researcher's effectiveness as a leader is analysed through the dual lenses of foresight contribution and strategic decision-making, assessed using several criteria: vision clarity, data utilisation and feedback, long-term perspective and backcasting, innovation orientation, and scenario planning. This analysis addresses the first research question: **How does a leader's effectiveness—measured by their foresight contributions and strategic decision-making in the face of uncertainty—impact an organisation's long-term success, adaptability to discontinuous change, and capacity for radical innovation?**

The above analysis contributed to the emergence of the SEC capabilities as a result of the researcher's journey which is outlined in the following section.

6. **The emergence of the PCLP components** as a result of the researcher's journey

Exploring the researcher's evolving context in case study A shows how changes over time positively influence their process of reviewing the most appropriate model. Given that the business environment has become more challenging, especially due to inflation and the COVID-19 crisis, the researcher's SEC model generates high levels of leadership performance in normal and crisis situations. Thus, it offers a practical model for guiding the researcher.

The SEC model defines six essential capabilities. For each capability to come to life, several elements require attention. Chapter 5 demonstrates the evolution of the SEC model from its initial model to the updated version. Table 17 outlines the updated six capabilities, with further exploration provided in Chapter 5.

Table 17: The researcher's PCLP capabilities

PCLP components	Description	Application
Envision	Envision is the first step in the PCLP and means the leadership style springs from a shared vision and how to translate it into reality (Nanus, 1995).	This is about envisioning how the researcher, as a leader, will get from the current reality to where they need to go to be successful.
Establish	Establish involves creating a solid foundation for the team and setting clear, achievable goals (Kotter, 2001; Collins, 2001).	The researcher will focus on building trust and establishing a clear vision and mission that aligns with organisational objectives.
Enable	Enable means leaders can perform their tasks successfully and accomplish their goals by emphasising the importance of a collective mission and taking risks to innovate while demonstrating high standards of ethical and moral conduct (Bass & Riggio, 2014).	The researcher is a role model and keeps growing through continuous learning, self-development training and ensuring others do the same. People's evaluations of their leaders' effectiveness are strongly related to how often they observed them enabling others to act.
Empower	McKinsey's study (Aminov et al., 2018) emphasises accountability and empowering people to make decisions without approval.	The researcher's action idea is to hold sessions to clarify the organisation's core values and guide discussion toward aligning these with goals.
Ensure	S. Anderson (2020) makes the point that good stakeholder engagement guides the organisation to ensure managing and mitigating risks and inform strategic direction to meet business objectives as well as help deliver business goalsClick or tap here to enter text..	The researcher's potential is to capitalise on connections with partners and beneficiaries to drive greater innovation. This requires knowing how to overcome resistance to change. The formula is to interpret the new reality, adjust to it and act in a new way.
Execute	The intent is to manifest concrete active steps – execution – to bring about results; leaders make things happen (Bennis & Nanus, 2003).	To implement Execute with deliberate action, the researcher communicates this mechanism as a tool available to everybody at ALN.

4.4 Coding Usage

Interviews are useful when the objective is to investigate strategic phenomena in which the interviewee reflects on their everyday practices (Eisenhardt & Graebner, 2007).

For this study, interviews were conducted with five management consulting firms. The interviews were guided and supported by a context questionnaire completed by the participants (see Appendix A). The interviews were documented within a template and lasted one hour. In each interview, the research aim, questions, framework and key concepts were described to avoid misunderstanding. To improve objectivity in the research context, a consistent questionnaire was used. The questionnaire comprised information on the participant, company profile, nature of strategy, strategy planning and development, volatility of environment, information and methods usage in scanning and foresight activities, foresight projects, prioritising insights, value from foresight, innovation and measuring impacts. The amount of data collected in each case study varied as the research aim was to ensure identification of as many strategic foresight aspects as possible.

To store and manage this amount of data, the computer-based qualitative research tool NVivo14 was used. To make sense of the data, it is recommended to use a category system for coding—a process that involves attaching keywords (codes) to words, sentences or diagrams in the documents (Saunders, M., Lewis P., Thornhill, 2009). In this research, the coding system was created deductively from the literature and inductively from the collected data.

Coding involves identifying and labelling key elements within the data. Researchers generate codes as they analyse and interact with their data, with these codes emerging directly from the field data (Charmaz, 2014). The use of NVivo14 facilitates the storage and management of extensive datasets, allowing for the organisation of documents by information source and content.

The final category system is given in the complete coding tree in Appendix D. It consists of three categories and 13 codes. The table shows the number of respondents and sentences that have been assigned a particular code.

4.5 Case Studies B and C

This research focuses on the SFM's significance in promoting good practices within leadership and management consulting organisations. It defines and describes this model, demonstrates its potential to enhance organisational ingenuity, addresses challenges in formulating competitive strategies amid uncertainty and develops a future-oriented approach to strategy development. This study seeks to advance foresight

practices, providing insights into foresight components, proficiency levels, crisis management, competitive strategy and practical framework design in daily business, during inflation and within the COVID-19 pandemic crises. It hypothesises that organisations adopting foresight strategic planning processes will exhibit future-oriented strategic projects and a culture of innovation, resulting in flexible decision-making. To achieve this objective, deeper understanding of effective practices suitable for different contexts is required.

For this research, case studies from prominent leadership and consulting firms, as well as boutique consulting firms, were selected to evaluate the value of the SFM at the organisational level against a five-year interval, relying on data from 2017, which will be matched with firm performance data in 2022.

Case study B (2017): A deep dive into key elements and proficiency levels in strategic foresight practices. The research design of case study B centres on the questions: **What are the key elements of foresight practices and what are the levels of proficiency within these elements?**

Case study C (2022): The role of strategic foresight in navigating discontinuous changes. The research design of case study C centres on: **How can strategic foresight contribute to leading and managing discontinuous changes and crises?**

Applying the research question to each case will create a list of SFM elements as a response to each question in this study. With the cases occurring at different stages and providing a timeline, this offers a measurable feedback loop in the research for correlation in response to the research questions.

4.5.1 Elements of the Strategic Foresight Model

To develop the SFM – which will be structured into *context*, *competencies* and *proficiency levels* – the coding data underwent further analysis to identify elements among the codes. This aspect of analysing and regrouping categories was a refined process aimed at discerning differences between companies that could serve as elements in the SFM. During this process, literature was consulted to reflect on the competencies and proficiency levels.

The framework of the analysis process in this study followed two approaches. First, previous research was used to identify initial criteria, and second, case studies B and C were employed to filter and complement the criteria.

The outcome is qualitative descriptions of the capacity with which a company can implement a strategic foresight system and the tendency toward such implementation. In this sense, the SFM measures the company's proficiency levels and suggests steps for improvement (Rohrbeck, 2010). The resulting SFM is structured into three major parts, as shown in Figure 16: context, competencies and proficiency levels.

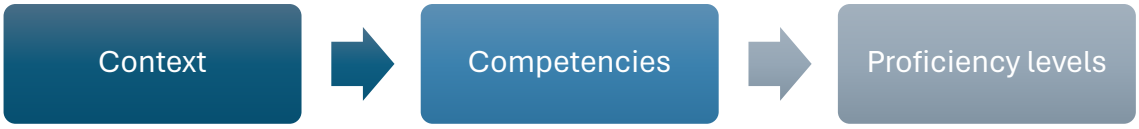


Figure 16: SFM elements

4.5.2 Analysis of the Elements

Question 2: What are the key elements of foresight practices and what are the levels of proficiency within these elements?

Case study B (2017): A deep dive into key elements and proficiency levels in strategic foresight practices.

Question 3: How can strategic foresight contribute to leading and managing discontinuous changes and crises?

Case study C (2022): The role of strategic foresight in navigating discontinuous changes.

Through these case studies, the researcher selected five leadership and consulting firms to answer the above questions and evaluate the SFM's value at the organisational level, relying on the 2017 and 2022 data and answers that were given by the respondents.

4.5.2.1 Context

With respect to research about strategic foresight, the contingency theory can be applied to observe the relationship between contextual factors and strategic foresight competencies, which depend on contingency factors (Rohrbeck, 2010). Therefore, it is important to consider the context in which the management practices are applied

(Donaldson, 1999). In this study, contingent factors are called the *context* of the organisation. Table 18 shows the five context elements relevant to strategic foresight identified in this study and their descriptions. The five context elements are: size of the company, nature of strategy, culture, volatility of environment and source of competitive advantage.

Table 18: Context elements

Element	Description	Reference
Size of company	Describes the company size by number of employees	
Nature of strategy	Describes the: (1) focus of the strategy, (2) growth orientation, and (3) market segment	Day & Schoemaker, 2005
Culture	Describes the corporate culture regarding innovation and long-term planning	Todd, 1999; Aminov et al., 2018
Volatility of environment	Describes interdependency factors such as the predictability of environmental and technological change and the behaviours of competitors, suppliers and partners	Day & Schoemaker, 2005
Source of competitive advantage	Describes the primary drivers for company success	M. E. Porter, 1996; Rohrbeck, 2010

The five identified context elements have been previously recognised in research on leadership and management (Rohrbeck, 2010). However, this study advances the field by expanding on them, particularly in measurement aspects related to strategic foresight.

The codes within the context category are juxtaposed based on the quantity of items coded, as demonstrated in Appendix E.

Furthermore, according to respondents' feedback, a notable pattern emerges where two out of five companies exhibit a culture emphasising innovation, while an equal proportion prioritise long-term planning. Additionally, only one out of five companies manifest a culture conducive to risk-taking. Regarding strategic orientation, the majority of the interviewed organisations demonstrate a narrow focus, modest growth orientation and predominant emphasis on innovation, as illustrated in Appendix F.

4.5.2.2 Competencies

To address the enquiries posed in the questions for case studies B and C—namely, delineating the pivotal components of foresight practices, gauging the proficiency levels within these components and elucidating the role of strategic foresight in navigating discontinuous changes and crises—thorough exploration of the elements and proficiency levels of strategic foresight is imperative. This enquiry seeks to unveil insights into the multifaceted nature of foresight practices and their proficiency levels, ultimately illuminating strategic foresight's efficacy in steering through unpredictable changes and crises.

Table 19 shows the four competencies elements relevant to strategic foresight identified in this study and their descriptions. The four competencies are: information usage, methods used in foresight activities, people and foresight project.

Table 19: Competencies elements

Element	Description	Reference
Information usage	Describes the kind of information that enters the strategic foresight system. It also describes the depth to which companies scan their environment.	Rohrbeck, 2010
Method(s) used in foresight activities	Describes the ability of the method used to systematically interpret information.	Jain, 1984
People	Describes the people or units involved in foresight activities.	Wolff, 1992
Foresight project	Describes a representative foresight project used by the company, diffusion and prioritisation of insights and incentives.	Day & Schoemaker, 2005; Wolff, 1992

The codes within the competencies category are juxtaposed based on the number of references, as demonstrated in Appendix G.

Information usage is the first element under competencies and describes the kind of information that enters the strategic foresight system. It also describes the depth to which companies scan their environment (Rohrbeck, 2010).

Figure 17 gives an overview of the sub-elements that come under *information usage* in both years – 2017 and 2022 – according to the respondents' answers.

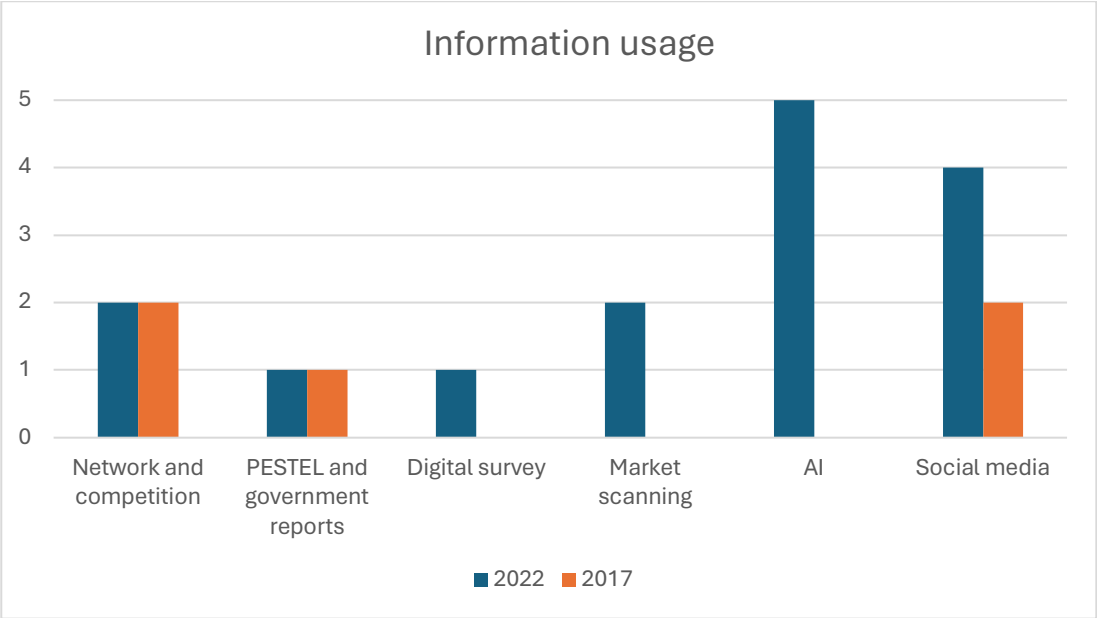


Figure 17: Reach of information usage

The above illustration demonstrates the importance of using artificial intelligence (AI) and social media in 2022 to help manage uncertainty in response to the COVID-19 crisis and inflation.

Methods is the second element under the *competencies* area and it describes the ability of the method used to systematically interpret information (Jain, 1984). According to Jain, future research is focused primarily on establishing knowledge about the methods used in strategic foresight and giving information to managers and leaders on which methods to use (M. E. Porter, 1996). Other researchers encourage individual methods, such as the scenario technique (Chermack, 2011), the Delphi technique (Ament, 1970), backcasting (Hojer & Mattson, 2000) and gaming (Watman, 2003).

This study captures the importance of using the above methods and capability of using other methods. Table 20 gives an overview of the methods used by the respondents in both years.

Table 20: Methods elements

Method	Description	Number of references	
		2017	2022
Backcasting	Works backwards from a future end-point to the present to determine what policy measures would be required to reach it (Robinson, 2003a).	1	1

Method	Description	Number of references	
		2017	2022
Delphi	A method of group decision-making and iterative forecasting that involves effectively modulating a group communication process in allowing a group of individuals to deal with a complex problem (Goodman, 1987).	1	1
Gaming	Involves simulating future situations through interactive role-playing exercises or simulations. It allows participants to actively engage with potential scenarios, explore alternative strategies and test decision-making in a risk-free environment(Van der Heijden, 2005).	1	1
Horizon scanning	Also known as future planning, takes a broader view of the long-term future landscape (Van der Heijden, 2005).	1	1
Integrating method	A technique used in strategic foresight and scenario planning that combines diverse perspectives, information and insights to develop comprehensive understanding of potential future scenarios (Slaughter, 1998).	2	2
Innovative method	Involves generating new ideas and fostering a culture of creativity and experimentation to envision alternative futures. These methods often include brainstorming sessions, design thinking workshops and scenario planning to develop approaches to address future challenges and opportunities (Van der Heijden, 2005).	4	4
Market oriented	Involves analysing market dynamics, customer preferences, competitor behaviour and industry trends to identify potential future scenarios and develop strategic responses. This method often relies on market research and competitive analysis (Alshamsi et al., 2021).	5	5
Scenario planning	Describes the advantage of creating and using scenarios by accepting the reality of uncertainty and making it a part of strategic planning (Chermack, 2011).	1	3

In addition to the above methods, some interviewed companies use—as mentioned by some respondents—specific mechanisms to interpret information used for foresight activities, such as relying on surveys and having forward thinking.

People is the third element under the *competencies* area and it describes the people or units involved in foresight activities (Wolff, 1992).

Table 21 gives an overview of the people involved in the strategic foresight activities and number of years of experience based on the answers of the respondents in both years.

Table 21: People elements

Position of the respondent	Years of tenure with the company for respondent	Years of experience in strategy work for respondent	People involved in foresight activities in 2017	People involved in foresight activities in 2022
Head of technology	35	10	Corporate team	Corporate team
Founding director	19	19	Founding director	All directors
Founding director	20	20	Founding director	All directors
CEO	5	20	CEO	CEO
Senior Partner	8	8	Corporate	Corporate and project team

The foresight project is the fourth element under the *competencies* area and it describes a representative project used by the company, the diffusion and prioritisation of insights and incentives (Day & Schoemaker, 2005; Wolff, 1992). This competency identifies the company's ability to interpret and diffuse future insights and the prioritisation techniques of those insights as a way to respond to uncertainty (Rohrbeck, 2010).

This element is linked to innovation as the management could use future exploration projects to identify client needs and market opportunities (Rohrbeck, 2010). One of the respondents explained the output of the foresight project was the introduction of a new product to assist their consulting services and called "MentorKey": "It is an administrative mentoring platform that transforms mentoring, sponsorship and coaching conversations in the workplace." With the aid of foresight insights, the company identified the necessity to prioritise innovation and change for its growth. As a result of this strategic shift, the company experienced a 30% growth from 2017 to 2022.

As illustrated in Figure 18, it is evident that, in 2017, the majority of the companies did not participate in foresight activities or prioritise insights. However, by 2022, all interviewed companies were actively engaged in foresight activities, either as a

continuous exercise or through project-based initiatives aimed at investigating issues of uncertainty.

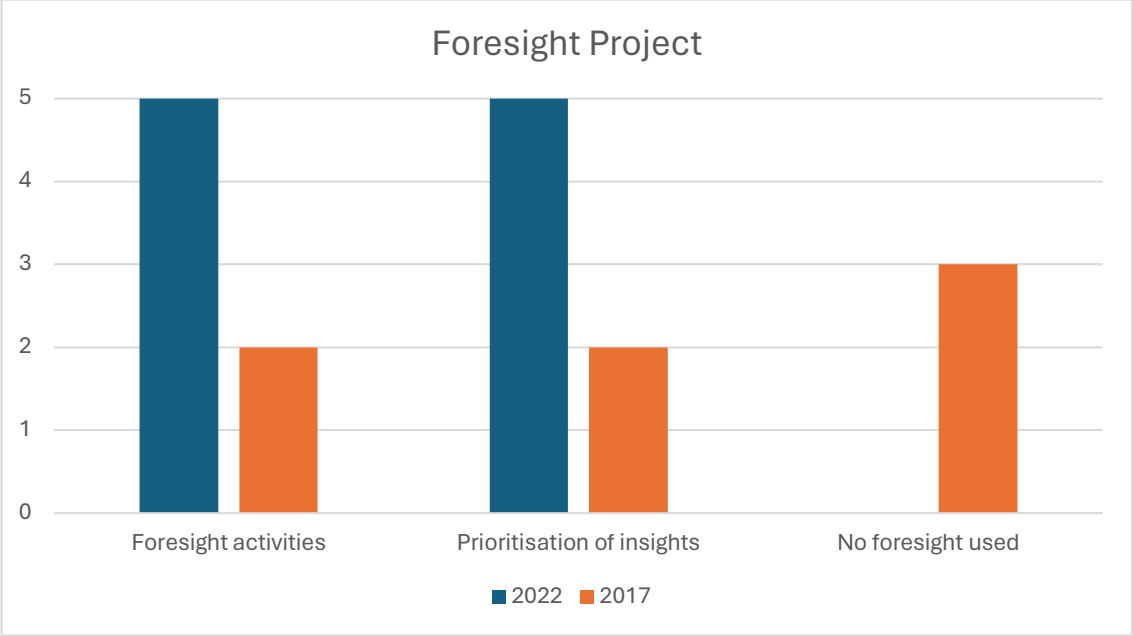


Figure 18: Foresight projects and prioritisation of insights

The shift from no participation in foresight activities in 2017 to active engagement by 2022 highlights a significant growth in organisational foresight competencies. This progression illustrates enhanced organisational capacity—within the interviewed companies—to recognise and respond to uncertainty through structured foresight projects. Such enhancement reflects a growing organisational interest in using foresight activities and prioritising strategic insights.

The findings align closely with Johnston's (2012) *framework to classify the impacts of foresight.* The shift from limited engagement in 2017 to extensive foresight involvement by 2022 reflects **awareness raising** and growing recognition of the value of foreseeing change. As interviewed companies began to prioritise insights and embed foresight into projects and decision-making, they demonstrated increased **interest to address uncertainty** and **inform internal strategies**. This transformation suggests that foresight is no longer marginal but is increasingly influencing organisational policies and strategic directions—an outcome that reflects the **practical impacts** outlined in the framework.

This also aligns closely with the *Maturity Model* (Rohrbeck, 2010a), which outlines a progression from *reactive* to *proactive* foresight capabilities. The move toward

continuous and project-based foresight activities, in 2022, indicates a shift toward more integrated and anticipatory foresight projects, possibly reflecting a transition toward higher maturity levels.

Additionally, the *Three-Level Evaluation Process of Cultural Readiness for Strategic Foresight Projects* framework (Panizzon & Barcellos, 2019) can help interpret this transition. Initially, there may have been cultural or structural resistance to foresight, but by 2022, interviewed companies appear to have developed the strategic readiness, enabling the prioritisation of insights and institutionalisation of foresight projects.

In sum, the findings contribute to more contextual understanding of strategic foresight by not only integrating foresight activities into the strategy but also taking care of the culture change—areas underexplored in prior foresight models (Rohrbeck & Schwarz, 2013a).

As demonstrated by the context above, the competency elements are integral to the SFM. These elements aid in identifying key components of foresight practices, assessing proficiency levels within these components and emphasising the role of strategic foresight in managing discontinuous changes and crises. This investigation reveals valuable insights into the complex nature of foresight practices and their associated competency levels, thereby highlighting the effectiveness of strategic foresight in navigating unpredictable changes and crises. As shown, the analysis effectively addresses the third research question posed at the outset of this section: **How can strategic foresight contribute to leading and managing discontinuous changes and crises?**

4.5.2.3 Proficiency Levels

Proficiency levels are important to companies as they measure the company's improvements to respond to opportunities and threats (Rohrbeck, 2010) and/or allow companies to respond to strategic change in a timely manner (Schwartz, 1991).

The case studies identified four elements of proficiency levels (see Appendix H): early warning, scenario planning, measuring impact and improving decision-making, as described in Table 22.

Table 22: Proficiency elements

Element	Description	Reference
Early warning	Identification of early signals on disruptive change	Rohrbeck, 2010
Scenario planning	Describes the advantage of creating and using scenarios by accepting the reality of uncertainty and making it a part of strategic planning	Chermack, 2011
Measuring impact	Evaluates the impact of foresight activities by measuring the value and financial figures in the company	Rohrbeck, 2010
Improve decision making	Provides information that allows leaders to make better high-quality decisions	Schwartz, 1991

The first element of the proficiency levels is the **early warning**, which is identification of early signals on disruptive change (Rohrbeck, 2010). In an uncertain world, it is difficult to think of all possible events that might emerge; in this case, wildcards are used to identify high-impact but low-probability events that lead to disruptive and discontinuous change (Lustig, 2017). As preparation for this identification, the company must identify early warning signs and this process will enable it to respond more flexibly and effectively in the unlikely event that it actually happens (Lustig, 2017). Respondents claimed that having the signals of potential disruptions is valuable. One of the respondents said their company is on the "lookout for the next wildcard event and discuss how it will impact the leadership environment".

The second element of the proficiency levels is **scenario planning**. It describes the advantage of creating and using scenarios by accepting the reality of uncertainty and making it a part of strategic planning (Chermack, 2011). In this case, producing a list of disruptive issues and identifying future events with the help of scenario planning is expected to enhance the company's ability to prepare for change and make future uncertainty controllable (Rohrbeck, 2010). Respondents claim that scanning more effectively is the way to grow, step ahead and innovate so people become more strategic thinkers, creating a culture of innovation and as a result every person in the company feels included.

Scenario planning is sometimes referred to as the "double uncertainty" method, as illustrated in Figure 19.

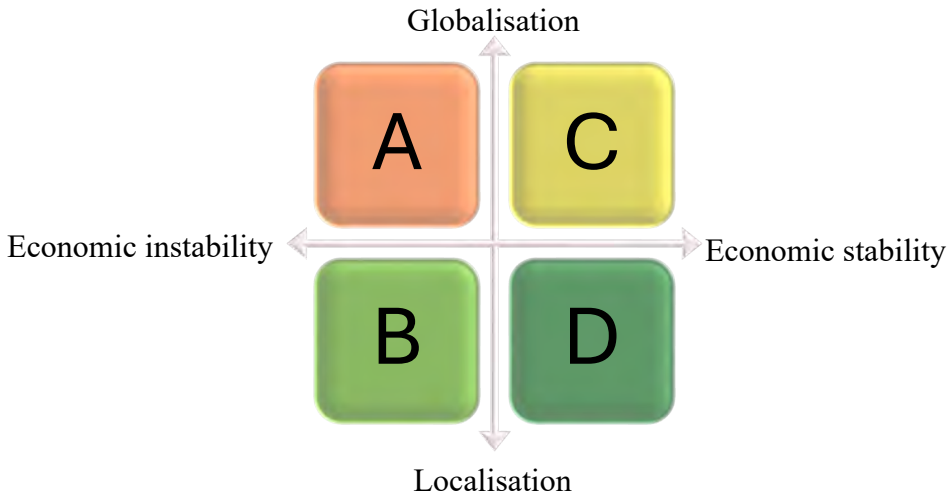


Figure 19: The 2x2 uncertainty matrix

Source: Lustig, 2017

This method is used to develop a range of futures by starting with horizon scanning to identify the most important trends and drivers of change for the company (Lustig, 2017). From those trends, the company may choose two highly uncertain, but important drivers with which to work. The company will express them as a continuum between two opposite uncertain outcomes (Lustig, 2017) (see Figure 19 as an example).

Scenario planning involves creating a set of plausible future scenarios based on different combinations of key uncertainties. These scenarios help organisations prepare for various possible futures by exploring potential challenges and opportunities (Slaughter, 1998). While horizon scanning, also known as strategic foresight or future planning, takes a broader view of the long-term future landscape, scenario planning tends to focus on specific, alternative futures (Van der Heijden, 2005).

Measuring impact constitutes the third element within the proficiency levels framework. It involves assessing the outcomes of foresight activities by measuring their value and financial implications within the organisation (Rohrbeck, 2010). The respondents predominantly relied on financial metrics such as return on investment, value matrix, profit revenue and profit per partner to gauge organisational performance and value in 2017. However, there was notable consensus among respondents to augment financial analyses with additional metrics in subsequent years. These supplementary measures encompassed employee engagement, customer satisfaction, health and safety indicators, balanced scorecards, objectives and key results, and client feedback analysis.

Improve decision-making is the fourth element of the proficiency levels. It provides information that allows leaders to make better high-quality decisions (Schwartz, 1991). This element was identified from the responses of the respondents in which foresight insights were used to help the formation of strategic decisions. The first response explains the focus of the company's entire portfolio around the 2030 vision. The result was a set of scenarios that described how the economy could evolve until 2030. The detailed results and implications were used to trigger a strategic discussion between the board of directors and CEO.

The second response highlights how the company helps align public leaders and their businesses to thrive in the future VUCA (volatility, uncertainty, complexity and ambiguity) environment. This was done collaboratively with innovation and strategic management of the business unit.

Also, the respondents reported that foresight activities had typically been carried out on the level of services and products and mostly aimed at identifying new technologies to enhance new services and products.

Figure 20 provides a perspective on the extent to which each proficiency element was used by the respondents in 2017 and 2022.

The significance of proficiency levels lies in their ability to assess a company's capacity to capitalise on opportunities, mitigate threats and promptly adapt to strategic changes (Schwartz, 1991). This study delves into four key elements of proficiency levels—early warning, scenario planning, measuring impact and improving decision-making—to gauge the value creation within each company and evaluate the effectiveness of the capability elements employed in foresight activities.

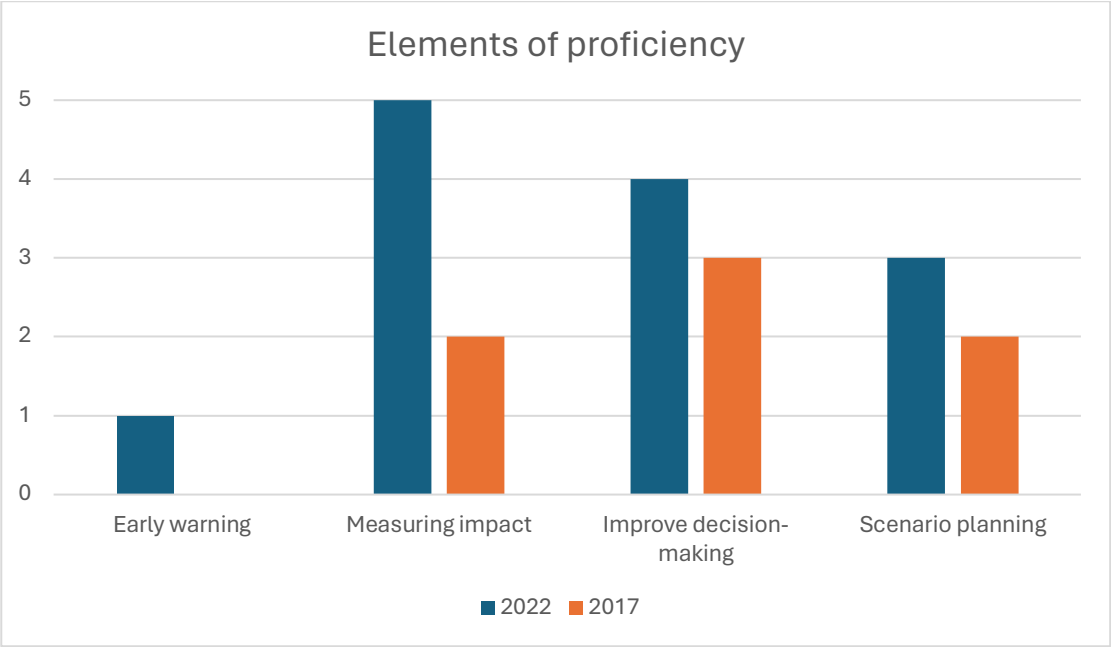


Figure 20: Proficiency elements used by the respondents in 2017 and 2022

The findings revealed, in order of dominance, a strong emphasis on measuring impact, improving decision making, and scenario planning with early warning being the least developed—indicating a lack of anticipatory capability and preparedness for emerging disruptions and a relative lack of institutionalised foresight processes. These results align with Rohrbeck's (2010a) finding that demonstrates the limiting factor of implementing a strategic foresight process is the high cost and the high internal effort (p. 145). Also, he suggests this approach would be expected to be more suitable to large companies with sufficient budget.

The finding also resonates with Hines' (2016) *Foresight Outcomes Framework* that proposes a mechanism for organisational futurists to stimulate dialogue about successful outcomes for the integration of foresight. It further explores different levels of outcomes and identifies examples of evaluating outcomes and highlights relating them to improving decision-making.

Therefore, the cases extend the literature by confirming that the presence of foresight elements does not guarantee proficiency unless they are supported by internal feedback mechanisms and leadership commitment. This reinforces the importance of embedding foresight into organisational routines to move from awareness to action.

The key elements of foresight practices—elements of SFM—identified in this study are **context**, **competencies**, and **proficiency levels**. The initial foundation of the SFM was

informed by the existing literature and its elements were refined and evolved based on empirical findings gathered from mid-size Australian management consulting firms. These elements collectively shape how organisations engage with strategic foresight, with context reflecting cultural and strategic orientation, competencies outlining the essential skills and processes involved, and proficiency levels indicating the depth of foresight capability. The varying levels of proficiency across, measuring impact, improving decision making, scenario planning and early warning reveal the extent to which organisations can anticipate, respond to, and shape future challenges and opportunities.

As shown above, the analysis effectively addresses the second research question posed at the outset of this section: **What are the key elements of foresight practices and what are the levels of proficiency within these elements?**

4.6 SFM Best Practice

Through the longitudinal case analysis conducted in the preceding section, leveraging the qualitative recommendations provided by respondents and existing literature, a framework was developed. This framework facilitates the measurement of strategic foresight ability levels and serves as a blueprint for designing corporate foresight systems within leadership and management consulting firms. Central to this design is the emphasis on individual capabilities, which aid in adapting the foresight system to diverse organisational and environmental contexts.

When implementing a new strategic foresight system, companies will encounter additional decisions, such as selecting appropriate methods and sources of information (Rohrbeck, 2010). These decisions hinge on factors that can only be evaluated at the individual company level, such as available resources, access to data sources and familiarity with methodological approaches.

However, the overarching objective of the SFM is to enhance companies' capacity to identify discontinuous changes and formulate effective responses. The ability to quantify foresight competencies should also stimulate further benchmarking activities and enrich academic discourse by showcasing best practices in SFM.

The structure of this section is given in Figure 21.

Figure 21: Best practices in strategic foresight

4.6.1 Linking Foresight to Culture

The analysis of case studies B and C has provided valuable insights into the cultural aspect of foresight ability. It elucidates how companies navigate responses during times of discontinuous change, sometimes diverging from structured corporate foresight approaches. Respondents' feedback suggests a cultural approach to corporate foresight can effectively address external discontinuous changes. Organisational culture, informed by anthropological studies, profoundly influences human behaviours and actions.

S. Covey (1992) emphasises the pivotal role of culture in organisational success, advocating for a focus on core values, innovation, accountability, execution, diversity and performance. This cultural emphasis reflects an organisation's risk approach and its capacity to manage uncertainty. McKinsey's study (Aminov et al., 2018) further underscores the significance of accountability and empowering individuals to make autonomous decisions, especially in fostering innovation and recognising team efforts.

Accordingly, the case studies reveal two primary mechanisms through which companies develop their foresight ability (Rohrbeck, 2010):

1. Implementing a cultural framework that engages every employee in foresight responsibilities by defining and tracking core values, thereby promoting and rewarding foresight-supporting strengths.

2. Executing executive programs aligned with corporate culture, facilitating rapid growth of bottom-up initiatives and their transformation into new business ventures.

For companies seeking to enhance their foresight competencies, cultivating a corporate culture that fosters communication and encourages foresight activities is essential.

4.6.2 Linking Foresight to Strategy

For many scholars, foresight activities are primarily intended to augment strategic management and decision-making processes(Liebl, 1996; Slaughter, 1998). However, empirical studies indicate a low overall usage of foresight insights in strategic decision-making (Liebl, 1996). In case studies B and C, respondents identified barriers to leveraging foresight results:

1. Managers often prioritise decision-making based on factual evidence, perceiving foresight as presenting numerous possibilities that may hinder rather than aid strategy formulation.

2. Foresight insights are sometimes viewed merely as additional information, lacking clear value for strategic management.

Nonetheless, a majority of respondents acknowledged the role of foresight in strategic management, contributing value to strategy development and decision-making processes. Despite this recognition, no definitive best practices emerged from the case studies. Most interviewed companies use foresight to enhance strategic planning at specific stages, with varying approaches for short- (2 years), medium- (3-5 years) and long-term (20-30 years) planning horizons.

While it may seem intuitive to reserve strategic foresight for long-term planning, scholars argue for its relevance across all planning horizons (Ruff, 2006b). Some emphasise its importance for short-term planning, given inherent blind spots in corporate sensing systems that foresight helps to mitigate (Day & Schoemaker, 2005).

Throughout the case studies, various approaches have been identified for integrating strategic foresight into planning processes, indicating a lack of a singular best approach. Instead, companies tend to tailor their strategic planning and foresight input to suit their specific needs. Despite this, strategic decisions in most companies still heavily rely on internal data, leaving room for strategic foresight to fill gaps.

It can tentatively be concluded that there is significant potential for applying foresight in strategic management once the identified barriers are addressed. Active participation is

crucial for leveraging foresight insights in company strategy and involvement of executives in concept development is essential for ensuring the stable integration of foresight in strategic management processes (Rohrbeck, 2010).

4.6.3 Linking Foresight to Innovation

In times of uncertainty and discontinuous change, it is anticipated that companies that are first to perceive signals and comprehend trends will be positioned to gain a competitive edge (Liebl, 1996). Possessing this insight into emerging trends enables early action and the formulation of appropriate responses, typically involving management of innovation within the company.

One initial hypothesis suggests a direct link between strategic foresight and the innovation process (Martinet & Ribault, 1989). To investigate this hypothesis, respondents were queried about their sources of competition, with the majority indicating their competitive advantage stemmed from the development of new products and services based on innovation. Through cross-analysis of the case studies, it was observed how innovation positively influences strategic foresight activities. Most companies using foresight in a strategic capacity exhibited a focus on innovation (Rohrbeck, 2010).

A tentative conclusion can be drawn that companies should adopt a multi-model dissemination strategy (Rohrbeck, 2010). This entails establishing process links while concurrently integrating foresight insights into internal document management systems.

4.7 Conclusion

The above analysis contributed to the emergence of the researcher's SEC capabilities as a result of their journey. Also, it built on available literature and used the original data from the interviews in outlining the elements of the SFM and enhancing the understanding and importance of the SFM. Ultimately, embracing strategic foresight as a catalyst for innovation and leveraging its insights to inform strategic decision-making enables companies to adapt and thrive in dynamic environments characterised by uncertainty and change.

This chapter presented a thorough analysis of three distinct case studies that are explored: one investigated the researcher's personal leadership journey, while the others examined the application of strategic foresight within organisational contexts.

Case study A showed how changes over time positively influenced the researcher's process in creating their SEC model with a holistic view of leadership effectiveness based on measuring the foresight contribution and the strategic decision-making that is required in this time of uncertainty and change and into the future. This case study answered the first research question: **How does a leader's effectiveness, as measured by their foresight contributions and strategic decision-making in the face of uncertainty, impact an organisation's long-term success, adaptability to discontinuous change, and capacity for radical innovation?**

Interviews in case studies B and C were undertaken with the management professionals across various firms and underscored the SFM's role in promoting best practices within leadership and management consulting organisations.

Feedback from respondents in case study B highlighted the critical importance of innovation in maintaining a competitive edge, emphasising the role of strategic foresight in driving strategic innovation initiatives. The analysis of case study B also answered the second research question: **What are the key elements of foresight practices, and what are the levels of proficiency within these elements?**

Case study C defined the elements of the SFM, illustrating its potential to foster organisational innovation, address challenges in strategic formulation amid uncertainty, and cultivate a future-oriented approach to strategy development. It advanced foresight practices by providing insights into foresight elements, proficiency levels and practical framework design, particularly during crises such as inflation and the COVID-19 pandemic. The analysis of case study C addressed the third research question posed at the beginning of this section: **How can strategic foresight contribute to leading and managing discontinuous changes and crises?**

5 EVOLUTION OF THE PERSONAL CONTINGENT LEADERSHIP PARADIGM

5.1 Introduction

This chapter addresses the PCLP and its evolution over the past decade. The PCLP is defined as a coherent set of theoretical propositions and personal values that logically underpin practice guidelines, guiding how a leader perceives and responds to leadership challenges ("Module 1: The business ecosystem," 2022). In this chapter, the researcher presents the evolution of the SEC model in relation to the proposed strategic foresight.

The SEC model represents the researcher's PCLP and defines six essential capabilities. Each capability requires attention to be effectively realised. This chapter illustrates the progression of the SEC model from its initial conception to the refined model currently proposed.

5.2 Initial Personal Contingent Leadership Paradigm: SEC model

Over the first four subjects at the beginning of the DBL, the researcher applied theoretical underpinnings to their experiences and behaviours. Building awareness of leadership theories and frameworks helped the researcher develop a personal approach. Thus, the initial PCLP offers a practical model for guiding the researcher based on six capabilities, as shown in Figure 4.

At the core of the model is "trust" (Covey, 1992, p. 182) and core values consisting of intrapersonal elements that strongly impact how effectively leaders acquire and cultivate the six leadership components. Covey (1992, p. 31) makes the point that trust – or lack of it – is at the root of success or failure in relationships and the bottom-line results of business, industry, education and government.

In the researcher's experience, successful team building and effective change implementation have an important prerequisite: trust. When people trust each other, they enjoy clear communication, empathy, synergy and productive interdependency (Covey, 1992, p. 18). Ethical leaders act in alignment with their personal values and ensure their values align with the organisation's shared values (Kellerman, 2004). The researcher focuses on building trust through leveraging shared values, then they can catalyse successful leadership performance at ALN.

Table 23 outlines the initial six components, with their descriptions and feedback loop.

Table 23: The researcher's initial PCLP capabilities

Capability	Description	Reference	Feedback loop
Envision	Leadership springs from a shared vision and translating this vision into reality. It is about mapping a road governed by principles and paved with strategies, plans, policies and procedures.	Nanus, 1995; S. Covey, 1992; Blank, 1995	Continuously refining the vision based on feedback from the team and aligning it with organisational strategies.
Enable	Ensuring people can perform their tasks and achieve organisational goals by emphasising a collective mission, innovation and high ethical standards. Leaders should be role models, continuously learning and maintaining personal contact.	Bass & Riggio, 2014	Regularly checking in with team members to understand their needs and adjusting support mechanisms accordingly.
Engage	Building collaborative relationships and team building to inspire commitment and strategic planning. Encouraging a culture of risk-taking and innovation.	Jones et. al, 2012	Soliciting creative ideas from team members and involving them in the decision-making process.
Empower	Gaining followers' trust through integrity and dedication, fostering a culture of autonomy and avoiding micromanagement. Encouraging innovation, empathic listening and reshaping followers' values and attitudes to achieve the shared vision.	Bass & Riggio, 2014;Aminov et al., 2018;S. Covey, 2020	Conducting regular empowerment sessions and gathering feedback on autonomy and decision-making capabilities.
Ensure	Ensuring the continuity of commercial relations and acumen for business viability. Engaging with stakeholders to enhance reputation, capabilities, risk mitigation and access to new markets.	Bass & Riggio, 2014; Anderson, 2020; Jeffery, 2009	Engaging with stakeholders to receive feedback and adapting strategies for continuous improvement.
Execute	Taking deliberate action to achieve better results and reducing mistakes by pausing before acting. Communicating this mechanism as a tool for everyone to implement operational excellence.	Marquet, 2012	Implementing a feedback mechanism to review actions and outcomes, and refining execution strategies accordingly.

Source: Own illustration

Examining the researcher's evolving context in case study A demonstrates how changes over time positively influence the process of reviewing the most appropriate model or leadership theory. Building on this understanding, the following section proposes a modification to the initial SEC model. For explanatory purposes, it focuses on how development of the SEC model has been used to inform and understand the leadership approach in different contexts.

5.3 Updated Personal Contingent Leadership Paradigm

The SEC model defines six essential capabilities that create a "leadership sequence" to improve the effectiveness of leadership style (Conant, 2019). This is important because, as noted by Covey (1992, p. 70), real growth is characterised by a step-by-step development process, which builds the foundation that leaders need to lift their leadership to new heights (Conant, 2019, p. xxix).

Exploring the researcher's evolving context in the case studies shows how changes over time positively influence their process of reviewing the most appropriate model or leadership theory. Building on this understanding, this section proposes changes to the initial SEC model.

Following extensive self-reflection and ongoing review during the first four modules of the DBL, as well as research conducted for this Critique, the researcher proposed a SEC model. This paradigm is designed to enhance leadership capabilities, enabling the delivery of necessary outcomes amid the rapid adoption of technology in management and consulting services.

A crucial component in the development of the proposed SEC model was the SA process, illustrated in Figure 2 which was conducted in module DBL704. This process allowed for concise mapping of supply and demand systems, emerging issues, uncertainties and future scenarios. The resulting analysis provided a systematic review of potential developments in the management and consulting industry over the next years, as well as the challenges that may arise. The use of this process was instrumental in shifting the logic applied to the researcher's personal leadership requirements, especially when integrated with the research findings in this Critique.

Emphasising the importance of the leadership sequence to improve effectiveness, thus the performance of the leader and organisation as well, the researcher updated the capabilities of the SEC model and its sequence based on the findings of case studies A,

B and C. Since the updated table of the SEC capabilities is provided in Table 14, Table 21 provides a holistic view of the researcher's updated SEC capabilities. It outlines the researcher's values and the comparison between the initial SEC model and updated one, highlighting the change with their capabilities and descriptions. For comparative purposes, Table 24 was compiled to illustrate the evolution of the initial and proposed SEC model, reflecting incorporation of the research findings and Leadership Portfolio (at the end of this research) developed in conjunction with this work.

Table 24: The researcher's PCLP capabilities comparison

The main values are trust and honesty. These values remain the same during the whole journey.	The researcher's commitment to living by their values aligns with their assertion that understanding leaders' values is crucial for inspiring and enabling others (Kouzes, Posner, & Bunting, 2015).

Initial PCLP capabilities	**Updated PCLP capabilities**	**Description/reason for change**
1-Envision: Leadership springs from a shared vision and translating this vision into reality. It is about mapping a road governed by principles and paved with strategies, plans, policies and procedures. (Nanus, 1995; S. Covey, 1992; Blank, 1995).	**1-Envision**: No change	This is about envisioning how the researcher as a leader will get from the current reality to where they need to go to be successful.
2-Enable: Giving people tasks and enabling them to perform their tasks and achieve organisational goals by emphasising a collective mission, innovation and high ethical standards (Bass & Riggio, 2014).	**2- Establish**: Involves creating a solid foundation for the team and setting clear, achievable goals (Kotter, 2001; Collins, 2001).	Based on experience and the findings of the study cases, the researcher found it is crucial to focus on building trust and establishing a clear vision and mission that aligns with organisational objectives before enabling people to take tasks. Thus, changing the second component to **Establish**.

Initial PCLP capabilities	Updated PCLP capabilities	Description/reason for change
3-Engage: Building collaborative relationships and team building to inspire commitment and strategic planning. Encouraging a culture of risk-taking and innovation (Jones et. al, 2012).	**3-Enable**: Means leaders can perform their tasks successfully and accomplish their goals by emphasising the importance of a collective mission and taking risks to innovate while demonstrating high standards of ethical and moral conduct (Bass & Riggio, 2014).	**Enable** comes after establishing the foundation for the team and setting direction. **Enable** encompasses **engage** as well as encouraging a culture of risk-taking and innovation. Therefore, there is no need to put **Engage** as a component and the third component became **Enable**.
4-Empower: Gaining followers' trust through integrity and dedication, fostering a culture of autonomy, and avoiding micromanagement. Encouraging innovation, empathic listening and reshaping followers' values and attitudes to achieve the shared vision (Bass & Riggio, 2014;Aminov et al., 2018;S. Covey, 2020).	**4-Empower**: No change	This is about emphasising accountability and empowering people to make decisions without approval (Aminov et al., 2018).
5-Ensure: Ensuring the continuity of commercial relations and acumen for business viability. Engaging with stakeholders to enhance reputation, capabilities, risk mitigation and access to new markets (Bass & Riggio, 2014; Anderson, 2020; Jeffery, 2009).	**5- Ensure**: No change	It is about managing and mitigating risks and informing strategic direction to meet business objectives as well as help deliver business goals (Anderson, 2020).
6-Execute: Taking deliberate action to achieve better results and reducing mistakes by pausing before acting. Communicating this mechanism as a tool for everyone to implement excellence (Marquet, 2012).	**6-Execute**: No change	The intent is to manifest concrete active steps – execution – to bring about results; leaders make things happen (Bennis & Nanus, 2003).

Source: Own illustration

The first change that has been done to the researcher's SEC model is in the capabilities highlighted in blue in Table 24.

The second change involves integrating the SFM into the researcher's SEC model, as illustrated in Figure 22. This integration will be explored in section 5.4, which discusses merging the SFM into the SEC capabilities.

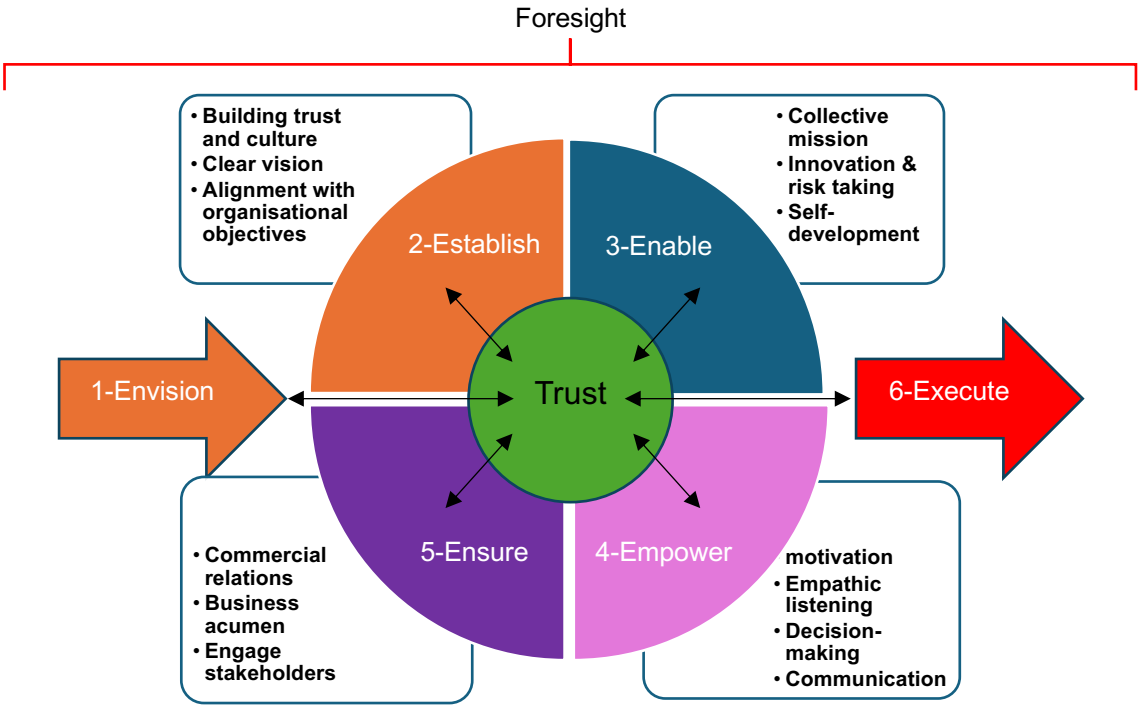


Figure 22: Updated SEC model

Source: Own PCLP model

The researcher's SEC model is heavily influenced by their personal core values (trust and honesty), which developed organically over the past decade. The theoretical underpinning of the researcher's SEC model emerged from work, experience, self-reflection, ongoing review during the first four modules of the DBL and the research conducted in this Critique. This SEC model is designed to enhance the researcher's capability as a leader, particularly in delivering outcomes required in the development of a framework to facilitate measurement of strategic foresight ability levels and serves as a blueprint for designing corporate foresight systems within leadership and management consulting firms. Central to this design is the emphasis on individual capabilities, which aid in adapting the foresight system to diverse organisational and environmental contexts.

5.4 Integrating the SFM Model Elements into the SEC Capabilities

In this section, the researcher will demonstrate that, to strengthen the leader's and team's capacity for navigating various levels of complexity and uncertainty, and to help the organisation grow, it is essential to incorporate foresight into these capabilities.

While acknowledging that the SEC is a personal contingent leadership model influenced by the values, knowledge, work and experience of the researcher, leadership is inherently a team effort (Adair, 2007). Therefore, it is necessary to adapt this model to the whole organisation to achieve great outcomes and improved performance. Based on the recommendation at the end of Chapter 4 on applying the overarching objective of the SFM, which is to enhance companies' capacity to identify discontinuous changes and formulate effective responses, the ability to quantify foresight capabilities is enhanced by showcasing best practices in SFM by connecting foresight to the culture of the organisation, its strategy, and innovation. The SFM assesses a company's proficiency levels and suggests steps for improvement (Rohrbeck, 2010). These steps are about putting strategic foresight into practice in the organisation, as shown in Figure 23. To effectively integrate a foresight approach into the SEC model within the consulting and management industry, the SEC components can be categorised under the three major elements of the SFM: context, competencies and proficiency levels.

1. The first element of the SFM is **Context**. This foundational element encompasses **Envision** and **Establish**. Within this framework of the SEC model of the researcher, Envision refers to the process of clearly defining the future state of the organisation, identifying where it aspires to be and setting a vision that aligns with the broader goals (Nanus, 1995). Establish involves setting the groundwork to realise this vision by defining the necessary resources, capabilities and strategic positioning (Kotter, 2001). Together, these components illustrate how a robust context is created, guiding the subsequent phases of strategy formulation and execution, and ensuring alignment with the organisation's overarching mission and values.

    - **Envision (the first SEC capability):** In the Context element, Envision aligns with the foresight aspect of anticipating future trends and possibilities. Leaders must envision potential scenarios and outcomes based on horizon scanning, signal detection, market trends and emerging technologies

(Loveridge, 2009). These factors are useful to identify the most important trends and drivers of change for the company (Lustig, 2017).

In the consulting and management industry, leaders must anticipate future trends and possibilities to provide relevant advice to clients. For instance, envisioning the impact of digital transformation on various industries allows consultants to guide clients through technological changes. This involves forecasting market trends, understanding disruptive technologies like artificial intelligence and blockchain, and predicting regulatory changes that could affect business operations by combining expert insights and AI to detect early signals (Webb, 2024). The relationship between environmental uncertainty and foresight processes has been well-documented in the literature (Ansoff, 1976; Fink et al., 2010; Hambrick, 1982; Rohrbeck, 2010; Rohrbeck & Kum, 2018) and validated by the case studies. Although respondents in case studies B and C did not specifically emphasise the application of strong signals within foresight processes, recent research has demonstrated that wildcards and strong signals are necessary. While they may not be key contributors for signal management and initial scenario building, they significantly enrich discussions and scenarios (based on early signals) in scenario and future workshops. Horizon scanning or strategic surveillance is the starting point (see Figure 23) as it is the primary source of knowledge about potential future developments. This knowledge enables organisations to reduce uncertainty, thereby protecting themselves from threats and capitalising on opportunities (Rohrbeck, 2010).

- **Establish (the second SEC capability):** Establishing a solid foundation for strategic foresight involves setting clear objectives and goals. This capability ensures the organisation's vision aligns with its values, mission and long-term strategic direction (Whittington, et al., 2019).

  For example, a consulting firm might set a goal to become a leader in sustainability consulting. This involves creating a strategic plan that aligns with the firm's mission to drive sustainable practices across industries, ensuring long-term growth and competitive advantage. While foresight respondents in the case studies affirm that early signal management is the core component of foresight methodology. Wildcards, critical events or

strategic surprises(Ansoff, 1980; Ansoff, 1976; Day & Schoemaker, 2005; Kononiuk & Glińska, 2015) are important events that fall entirely outside existing mental models and management strategies, yet they have the potential to significantly influence the business trajectory. These respondents underscore the importance of prioritising the impactful patterns that emerge from trend analysis as they are vital for successful generation of foresight insights (Lustig, 2017). The necessity of signals analysis and processing is well-established, corroborated by the literature, foresight experts and the case studies. The methodology for processing signals is outlined as: collected signals are categorised based on their potential projections, redundancies are eliminated and the signals are then prioritised to reduce their number. This process is entirely qualitative and typically conducted in a workshop setting, involving internal future agents, senior managers and external experts, relying on judgement and expert intuition (Rohrbeck & Kum, 2018).

2. The second element of the SFM is **Competencies**. This crucial foundational element not only includes but also integrates the concepts of **Enable** and **Empower**, which are essential for effective execution of strategies and achievement of organisational goals.

    - **Enable (the third SEC capability):** The Enable capability corresponds to building the necessary infrastructure and resources to support strategic foresight activities. This involves creating systems for data collection, analysis and dissemination to facilitate informed decision-making (March et al., 2002).

      This can include investing in advanced data analytics tools to gather and analyse market data, based on foresight methodologies like categorising and prioritising uncertainties using the STREEEP + Wildcards framework, and developing proprietary frameworks for scenario planning (Rohrbeck, 2010). For instance, a consulting firm might develop a comprehensive database of industry benchmarks to provide clients with actionable insights and facilitate informed decision-making. Organisations should engage in environmental scanning to gather competitive or entrepreneurial information, integrating political, economic, ecological, social and technological influences, along

with changes in industry structure, competitive dynamics and behaviours of customers, business partners and employees (Thom et al., 2010). Regarding data collection, the foresight steps of signal collection, analysis and processing play a crucial role in supporting an organisation's efforts to prepare for the future, enabling flexible decision-making, fostering development of future strategic projects and cultivating an innovation-driven culture (March et al., 2002).

- **Empower (the fourth SEC capability):** The Empower capability emphasises the importance of fostering a culture of innovation and learning within the organisation. Leaders empower teams to explore new ideas, take calculated risks and adapt to changing circumstances, which are essential elements of strategic foresight (Anderson & Adams, 2016).

  This involves encouraging consultants to explore new ideas, generate broad hypotheses by combining trends and uncertainties using tools like 2×2 matrices (see Figure 19, take calculated risks and adapt to changing client needs (Webb, 2024, p. 6). For example, a consulting firm might establish innovation labs where consultants collaborate on developing new service offerings, such as digital transformation strategies or agile management practices. By empowering teams to innovate, the firm can stay ahead of industry trends and provide cutting-edge solutions to clients.

3. The third element of the SFM is **Levels of Proficiency**. This element is vital for assessing and enhancing the organisation's competencies. It encompasses the two SEC components: **Ensure** and **Execute**. By focusing on these components, the model ensures that individuals and teams possess the necessary skills and knowledge to perform effectively (Bennis & Nanus, 2003). This approach also guarantees that strategies are executed efficiently and consistently, aligning with the organisation's standards and objectives (Marquet, 2012).

   - **Ensure (the fifth SEC capability):** This relates to the proactive management of risks and uncertainties associated with strategic foresight. Leaders must establish mechanisms to monitor progress, identify potential obstacles and implement corrective actions by creating research-backed scenarios tailored to the specific needs of executives, managers or teams (Webb, 2024, p. 6). In addition, leaders must use scenarios to perform

SWOT analysis, challenge assumptions and test the organisation's adaptability to ensure successful execution of strategic initiatives (Drucker, 2008).

For example, a consulting firm might develop a risk management framework to assess and mitigate risks in client projects, ensuring successful outcomes and maintaining client trust. Regular review meetings and performance tracking can help to identify deviations and take timely corrective measures. Scenarios are beneficial for educating stakeholders, helping managers understand strategic uncertainties and identifying the implications for the organisation. Successful organisations incorporate scenario building into their strategy and foresight processes, encouraging widespread participation and open discussion. The literature supports the need for considering multiple scenarios to prepare for different future environments, despite the challenge this poses to traditional strategic planning (I. Ansoff, 1976; Rohrbeck, 2010). However, successful scenario-building practices are often unstructured and rely on intuition. While the literature lacks detailed methodologies for combining signals into scenarios, case studies suggest ensuring proactive management of risks and uncertainties is associated with strategic foresight for a best practice framework.

- **Execute (the sixth SEC capability):** Execution is the final stage where strategic foresight is translated into actionable plans and initiatives. Leaders must possess the ability to mobilise resources, align stakeholders and drive implementation to realise the envisioned future state to create value for the organisation (Kotter, 1996) and achieve desired outcomes for clients while focusing on key strategic decisions (Webb, 2024, p. 6). This means aligning roles with strategic goals, establishing performance metrics and executing operational tactics. Also, ensuring to continuously monitor progress and make agile adjustments in response to market feedback and evolving landscapes (Webb, 2024).

  For example, a consulting firm might implement a strategic initiative to help clients transition to a digital-first business model. This involves aligning client resources, coordinating with technology partners, ensuring seamless execution of the transformation plan and monitoring progress to create long-

term value for the client. The literature widely supports the monitoring system in the framework of strategic foresight (Day, 2003; Day & Schoemaker, 2005; Fink et al., 2010; Schwartz, 1991). However, there is limited use of monitoring in cases where organisations indicate a need for further investment.

By integrating the above elements (Context, Competencies and Levels of Proficiency) into a personal contingent leadership model SEC, consulting firms can enhance their effectiveness in navigating uncertainty, driving innovation and creating long-term value for their clients. This approach not only prepares consulting leaders to handle the complexities of modern business environments but also fosters a resilient and forward-thinking organisational culture, ultimately benefitting the firm and its clients.

5.5 Optimised Strategic Foresight framework and key considerations

The preceding context underscores the critical role of a scanning strategy and monitoring system in foresight processes for anticipating environmental changes and fostering innovation. A scanning strategy offers essential guidelines for identifying and monitoring signals, while continuous monitoring ensures that scenarios and their underlying drivers remain pertinent. The literature and practical applications highlight the necessity of systematic monitoring to keep foresight insights current, supported by policies and procedures that delineate responsibilities for updating and managing the foresight process (Rohrbeck, 2010). To enhance an organisation's ability to respond flexibly to unforeseen changes and strategic surprises, the researcher developed a framework that complements the discussion in section 5.4. This framework consists of six steps for implementing strategic foresight within an organisation, aligned with the SEC model (see Figure 23).

The framework is formed from a sequence of steps for putting strategic foresight into practice in the organisation by following the SEC model prepared by the researcher. The purpose of this framework is for advancing strategic foresight in the consulting and management industry that is based on signals detection and their integration into scenarios to reduce uncertainty and foresight boundaries in support of long-term innovation and growth (H. Ansoff, 1980; Day, 2003; Day & Schoemaker, 2005). Once scenarios are developed, they challenge the leaders and team within the organisation to evaluate their current strategies, plans and products against potential future threats and

opportunities. Through scenario workshop sessions, the team will refine the response strategies, integrating strong signals and wildcards to enrich discussions.

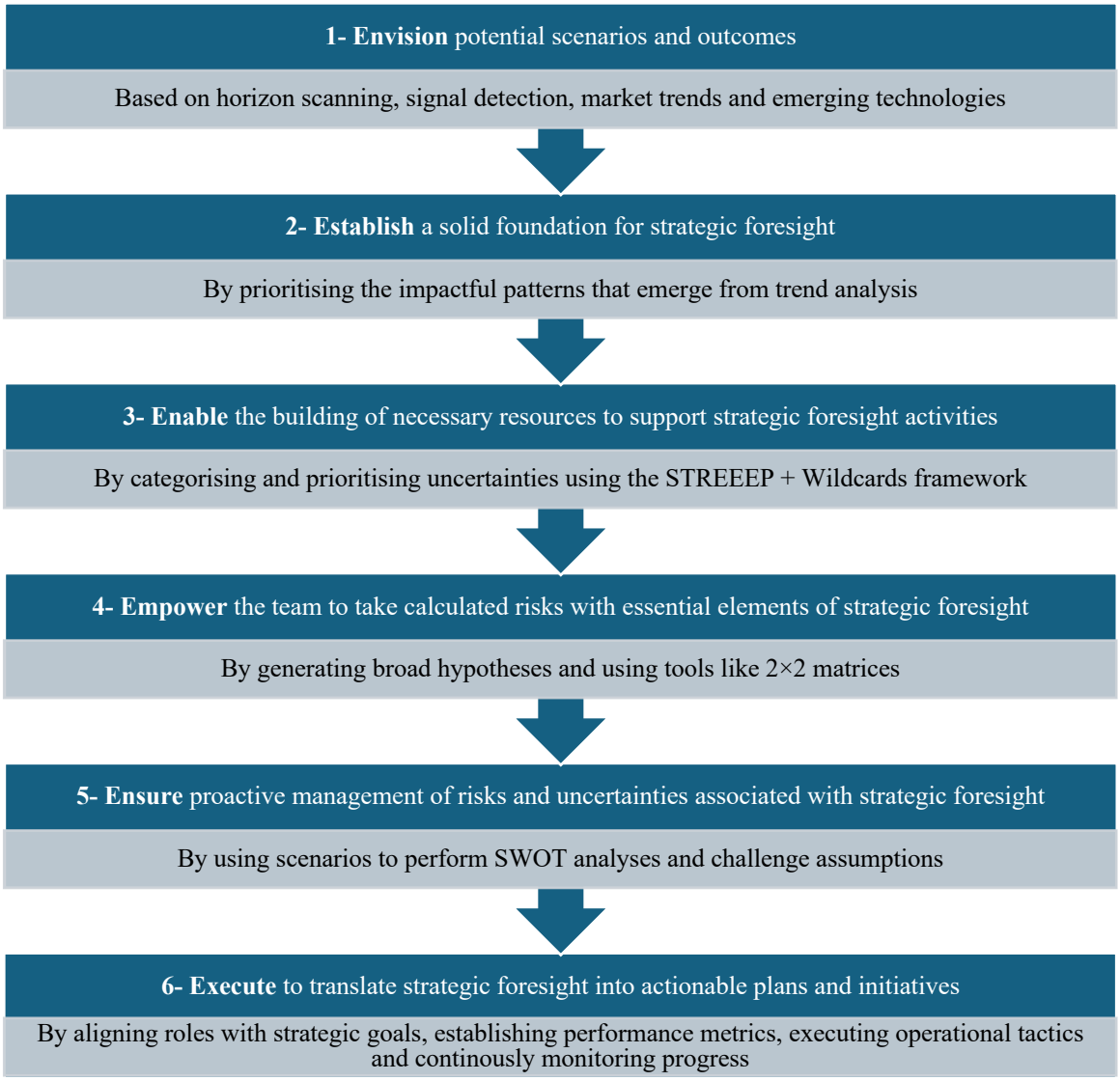


Figure 23: Steps to integrate strategic foresight into practice in the organisation following the SEC model *(El Ayoubi, 2024)*

Source: Own illustration

In this sense, leaders in the consulting and management industry must envision potential scenarios and outcomes based on environmental scanning – also called "horizon scanning" (Lustig, 2017, p. 83) – signal detection, market trends and emerging technologies (Loveridge, 2009). These factors are useful to identify the most important trends and drivers of change for the company (Lustig, 2017).

Horizon scanning analysis in strategic foresight involves gathering information from the internal and external environments to identify signals (Ansoff, 1976). In an uncertain

and complex world, it is challenging to anticipate all possible emerging trends (Lustig, 2017, p. 87). Wildcards are defined as high-impact, low-probability events that lead to disruptive, discontinuous change. Although they are difficult to capture, they are crucial due to their potentially significant impact (Lustig, 2017, p. 87). Wildcards, whether weak or strong, represent signals with potentially radical impacts and a low likelihood of occurrence but can have catastrophic consequences if they do. Identification of these signals can be achieved through trend scanning, observations, expert interviews, networking and internal foresight networks (Ansoff, 1976).

After analysing potential consequences and creating response strategies, the next step in the framework of strategic foresight is to establish a strong foundation by setting clear objectives and aligning the organisation's vision, mission, values and long-term strategic direction (Whittington et al., 2019). Building the necessary infrastructure to support foresight activities is crucial. This includes creating systems for data collection, analysis and dissemination to facilitate informed decision-making (March et al., 2002) as well as investing in advanced data analytics tools and frameworks for scenario planning, like the STREEEP + Wildcards framework (Rohrbeck, 2010).

The STREEEP + Wildcards framework is detailed and comprehensive, suitable for any industry that requires consideration of a wide range of factors, including ethics and unpredictability, especially in dynamic or regulated sectors. It includes (Loveridge, 2009):

1. **Social:** Cultural trends, demographics, lifestyle changes.
2. **Technological:** Innovations, digital transformation.
3. **Regulatory:** Government regulations, compliance.
4. **Environmental:** Sustainability, ecological impacts.
5. **Economic:** Market trends, financial factors.
6. **Ethical:** Corporate social responsibility, business ethics.
7. **Political:** Government policies, geopolitical factors.
8. **Wildcards:** Unpredictable, high-impact events like pandemics or natural disasters.

In addition, fostering a culture of innovation and learning within the organisation is essential for strategic foresight. This involves encouraging exploration of new ideas, taking calculated risks and adapting to changing circumstances (R. Anderson & Adams, 2016). Leaders should use scenarios for SWOT analysis, challenge assumptions and test the organisation's adaptability to ensure successful execution of strategic initiatives (Drucker, 2008).

In the final stage, leaders need to mobilise resources, align stakeholders and drive implementation to realise the envisioned future state and create value for the organisation (Kotter, 1996). This includes aligning roles with strategic goals, establishing performance metrics and executing operational tactics, while continuously monitoring progress and making agile adjustments in response to market feedback and evolving landscapes (Webb, 2024).

A monitoring system updates the signal database and adjusts scenarios in response to changing signals, alerting leaders to immediate threats or opportunities (Rohrbeck, 2010). Performance reviews and a future agent network support continuous learning and optimisation of the foresight framework, ensuring the organisation remains agile and innovative.

5.6 Conclusion

The development of a targeted scanning strategy, with well-defined fields, sources, methodologies and processes, is essential for conducting meaningful foresight activities. Implementing a best practice foresight framework enhances organisational flexibility, fosters innovation and supports ongoing learning, ultimately bolstering the organisation's survival and competitive advantage (Rohrbeck & Kum, 2018). Given the increasingly challenging business environment, exacerbated by factors such as inflation and the COVID-19 crisis, it is prudent for leaders to maintain a continuous cycle of signal detection, trend identification and actionable insights development (Webb, 2024). The SEC model is therefore designed to generate high levels of leadership performance in normal and crisis situations.

The evolution of the SEC model, as outlined in this chapter, centres on establishing leadership practice guidelines in alignment with the proposed SEC model, which offers a framework for ongoing leadership evolution. A critical component of this work involves sharing insights from this Critique within the organisation to establish

comprehensive understanding of the necessary changes. These changes must be effectively managed within the management and consultancy industry, particularly during times of uncertainty, to mitigate the risk impact on the business model. The following chapter is the conclusion and will discuss the interdependencies required for effective change, emphasising the need for practical leadership guidelines.

6 DISCUSSION AND CONCLUSION

6.1 Introduction

This final chapter synthesises the findings and reflections from the research, culminating in a comprehensive discussion on the development and application of the SEC model. The chapter begins by providing a detailed description of the guidelines necessary for the aspirational PCLP, justifying its formulation based on the insights gained throughout the study and highlighting the contributions for management practice and theory building. Following this, the limitations encountered during the research are critically examined, acknowledging the constraints that may have influenced the outcomes. Finally, the chapter concludes by suggesting avenues for future research, identifying areas where further investigation could contribute to the refinement and expansion of the strategic foresight framework.

In light of these reflections, the chapter proposes a set of personal development actions to further enhance leadership capabilities, ensuring alignment with the evolving demands of the management and consulting industry. In this sense, it remains crucial to provide clear guidance on applying the SEC model, which includes outlining the practical steps of strategic foresight linked to the model, thereby offering the necessary practical guidelines for this aspiring framework.

6.2 Aspirational Leadership Practice Guidelines

In Chapter 4, the researcher addressed the three research questions and introduced a SFM composed of three elements: *Context*, *Competencies* and *Proficiency Levels*. This SFM was developed based on the findings and analysis of the case studies and relevant literature. In Chapter 5, the researcher presented the evolution of the SEC model in relation to the proposed strategic foresight framework and effectively integrated a foresight approach into the SEC model. By incorporating the components of a personal contingent leadership model such as the SEC into the SFM elements (context, competencies and proficiency levels), consulting and management firms can enhance their ability to navigate uncertainty, drive innovation and create long-term value for their clients. To further bolster an organisation’s capacity to respond flexibly to unforeseen changes and strategic surprises, the researcher developed a six-step framework for implementing strategic foresight within an organisation, aligned with the SEC model (Chapter 5). Consequently, this section of Chapter 6 provides a detailed

explanation of the guidelines necessary for implementing the aspirational SEC model, justifying its formulation based on the insights gained throughout the study.

Drawing on the SFM and contextual understanding of the SEC model presented in this research, each capability element enables leaders and management consulting organisations to survive and thrive amid discontinuous change. Through the longitudinal analysis of the case studies in this research and analysis of the literature, four areas of competency have been identified. These areas of competency underscore the importance of adopting a strategic foresight mindset to make informed decisions about the future (Lustig, 2017, p. 57) and implementing these decisions by following the SEC model. This process requires ongoing learning and growth by embodying theses four areas of competency; four strategies of human handling skills that leaders must cultivate to effectively guide their decisions, actions and behaviours when implementing strategic foresight (Table 25):

- Strategy 1: Vision-driven transformation
- Strategy 2: Trust-based decision-making
- Strategy 3: Risk-taking through effective communication
- Strategy 4: Continuous learning through renewal and innovation

Table 25: Four strategies of human skills

Four strategies of human skills	Four competencies to practise
Strategy 1	Vision-driven transformation
Strategy 2	Trust-based decision-making
Strategy 3	Risk-taking through effective communication
Strategy 4	Continuous learning through renewal and innovation

6.2.1 Strategy 1: Visionary-driven transformation

Envisioning is the first step in the SEC model and refers to the leadership style that emerges from a shared vision and the process of translating that vision into reality (Nanus, 1995). The aim of this first step is to reach high and set an anchoring intention of the journey (Conant, 2019, p. 31). It involves imagining how the organisation will transition from its current state to the desired future to achieve success. This aligns with Covey's (1992, p. 69) perspective: "I teach them correct principles, and they govern

themselves." Such principles elevate, fulfil, empower and inspire individuals to chart a path governed by principles and supported by the organisation's strategies, plans, policies and procedures (Blank, 1995, p. 93).

Perception of the researcher's capabilities was assessed through surveys conducted in 2017 and 2021, as mentioned in Chapter 4, with employees of the charity organisation during the researcher's tenure as the CEO's consultant providing feedback on their leadership style. These findings validate that "envisioning" is integral to the researcher's leadership style. A critical component is sharing this vision with the team and clients, which also forms the foundational story behind the establishment of ALN, whose vision is to develop a pipeline of diverse and innovative future leaders for broader society at every level.

Through longitudinal analysis of the case studies in this research, two approaches to building a SFM based on the SEC model have been identified: the **leader's approach** and the **organisational approach**. Both approaches emphasise the importance of adopting a strategic foresight mindset for making informed future decisions (Lustig, 2017, p. 57) and implementing these decisions by adhering to the SEC model. These approaches will be further explored within the context of each of the four strategies.

In practice:

1- **The leader's approach** involves practical guidelines for the researcher, focusing on strategic foresight as a task to be executed at personal and professional levels.

   The researcher has undergone numerous iterations and transformations before identifying a passion for empowering individuals and businesses to holistically achieve their goals, operating from their strengths to flourish and endure. After several years of studying management and administration, the researcher pursued studies in optical dispensing and audiometry and a Diploma of Practice Management, leading to a position as a Practice Manager. Subsequently, they undertook a Master of Arts at the University of Sydney, followed by a PhD at Charles Sturt University. Practical leadership experiences were gained during roles as a university lecturer, tutor, board member of a research organisation and a trustee of Islamic Relief Australia, a charity organisation. A transition into training then led to a Level 1 coaching certification from IECL in Sydney and

the researcher began exploring the establishment of a consulting business. This journey included completing a Certificate IV in Business at TAFE, founding ALN and conducting the first workshop for emerging leaders in January 2021.

The researcher's focus on workshops aimed at nurturing leadership qualities in youth and distinguishing between leadership and management roles prompted increasing engagement with strategic thinking. Recognising that successful change implementation requires a robust strategy, the researcher returned to the core concept of envisioning—developing leaders and enabling organisations to thrive and contribute to the future. Although initially focused on strategy and change management, articulating this focus was challenging until a mentor provided clarity. Through this guidance, it became evident that strategic foresight is crucial for successful change. Consequently, a foresight mindset was incorporated into the SEC model, acknowledging that robust strategy development must account for potential future challenges and include appropriate planning.

2- **The organisational approach** involves engaging a larger proportion of the team, making them accountable for detecting and responding to signals of discontinuous change (Rohrbeck, 2010, p. 124). Rather than relying solely on dedicated foresight and follow-up processes, the organisational reaction is driven through traditional processes such as new business development and corporate entrepreneurship. In these contexts, individual employees are motivated to take the initiative in exploring new business fields (Rohrbeck, 2010, p. 125).

To effectively align the team's shared purpose with the organisation's long-term vision, the researcher uses the envisioning process. This involves establishing clear objectives that reflect the leadership team's collective goals and values (Sinek, 2009). By sharing a summary of their personal journey at the beginning of each workshop, the researcher highlights the role of the visionary leader as a storyteller. This method not only motivates others but also enhances their understanding of the strategic foresight mindset, fostering an appreciation for the benefits and insights that such a perspective can bring to achieving meaningful change (Lustig, 2017, p. 39).

To cultivate a culture that values innovation, learning and collaboration, the team must be empowered to embody and promote these core values through their actions and decisions (Collins & Porras, 1996). Achieving the current level of success required the researcher to take significant risks, especially in times of uncertainty and transformation. This approach, according to Kotter (2001), emphasises the centrality of aligning people as a key feature of effective leadership. By selecting the right individuals, training them according to their talents and skills, and fostering a culture of integrity and risk, the researcher ensures that leadership behaviour remains consistent. This consistency is achieved by setting clear expectations and translating these behaviours into daily practices and strategic initiatives (Kouzes & Posner, 2002). Moreover, as Covey (1992, p. 69) suggests, leaders can transform organisations and people by effectively communicating vision, clarifying purpose and building trust.

6.2.2 Strategy 2: Trust-Based Decision-Making

At the core of the SEC model is the concept of "trust" (Covey, 1992, p. 182), alongside core values that consist of intrapersonal elements significantly influencing how effectively leaders acquire and cultivate the six leadership components. Covey (1992, p. 31) emphasises that trust—or lack thereof—is fundamental to the success or failure of relationships and directly impacts the bottom-line results in business, industry, education and government. Leadership core values serve as a compass, guiding leaders in their decision-making processes and daily actions. A robust set of leadership core values is crucial for building trust within a team, ultimately fostering an environment conducive to effective leadership.

In the researcher's experience, successful team building, effective decision-making and the implementation of change are contingent on one key prerequisite: trust. According to Bennis and Nanus (2003, p. 142), trust acts as the emotional glue that binds followers and leaders together, and the accumulation of trust serves as the foundation for the legitimacy of leadership. When trust is established among team members, it leads to clear communication, empathy, synergy and productive interdependence (Covey, 1992, p. 31).

Trustworthy leaders not only act in alignment with their personal values but also ensure that these values resonate with the organisation's shared values. This approach aligns with the findings of Barling et al. (2002), who argue that transformational leaders, who

prioritise value alignment, tend to have more satisfied followers and positively influence group performance. Transformational leadership, in this context, is closely related to follower commitment and job satisfaction, which are mediated by perceptions of fairness and trust in the leader (Bass & Riggio, 2014, p. 53).

Once trust is established within the organisation, it paves the way for fostering a strategic foresight mindset, which is essential for energising the team and preparing them for future challenges.

In practice:

1- **The leader's approach**

Leadership core values represent a blend of fundamental beliefs and principles that are closely aligned with an individual's personal and professional values (S. Covey, 1992). These values serve as ethical guidelines for the researcher, influencing their approach to relationship-building, problem-solving and decision-making. In this context, integrating a foresight mindset into the decision-making process is crucial for balancing potential future scenarios and preparing accordingly (Lustig, 2017, p. 42). Strategic foresight, when coupled with a well-developed intuition, is crucial for anticipating and navigating future challenges (Lustig, 2017, p. 41). The researcher employs a foresight mindset in the decision-making process that enables them to effectively manage uncertainty and implement strategies while maintaining the flexibility to cope with change (Lustig, 2017, p. 23).

The relationship between integrity and trust is underscored by leadership expert Gary Yukl (2012), who asserts that integrity in leadership necessitates trust in the consistency and honesty of shared values and leadership behaviour. Trustworthiness, as described by Mayer et al. (1995), implies that individuals have confidence in a leader's ability, benevolence and integrity. The researcher endeavours to maintain trustworthiness by consistently aligning principles with goals and fulfilling promises and commitments. In organisations where trust is prevalent, individuals are more likely to have positive expectations regarding each other's reliability, motivations and conduct (Korsgaard et al., 2015).

2- **The organisational approach**

The researcher proposes holding values clarification sessions as a strategic initiative to align the organisation's core values with its overarching goals. These sessions provide an opportunity to clarify and discuss the organisation's values, ensuring they resonate with the team's objectives. Moreover, integrating strategic foresight is essential for anticipating outcomes and making informed decisions that increase the likelihood of success (Bennis & Nanus, 2003, p. 142). To support this, recruitment processes should be designed to assess candidates' ethical alignment with organisational values, enabling and empowering the right personnel to advance these goals (Schneider, 1987). Budget management practices should be closely monitored to ensure alignment with strategic objectives, with continuous adjustments made to optimise financial performance (Horngren, 2009). Equitable workload distribution is crucial to maintaining team morale and productivity, fostering an environment where every team member is enabled to contribute effectively (Hackman & Oldham, 1976).

In addition, personnel development should focus on empowering team members through simulations and real-time decision-making exercises that enhance their skills, while encouraging collaborations with stakeholders for holistic growth (Garvin, 1993). The implementation of robust accounting and audit processes, guided by risk/profit trade-offs, is necessary to maintain financial integrity (Levitt & Dubner, 2005). Outsourced processes should be carefully monitored, with an eye towards identifying automation opportunities to enhance efficiency (Lacity & Hirschheim, 1993). Furthermore, procurement and transportation processes must be executed with a focus on optimising cost, quality, IT support, cybersecurity and maintenance, ensuring that all operational facets support the organisation's strategic vision (Monczka et al., 2016). This comprehensive approach, informed by foresight and values alignment, is crucial to creating an organisational culture that is resilient, adaptive and oriented towards long-term success.

6.2.3 Strategy 3: Risk-Taking through Effective Communication

In their best-selling book, Collins and Porras (1996, p. xxv) argue that enduring organisations succeed by cultivating a risk culture that balances the continuity of core ideals with the necessity for change and innovation. A study by McKinsey (Aminov et

al., 2018) underscores the importance of clearly defining accountability and empowering individuals to make decisions autonomously. For instance, risk-taking is a critical component of an organisation's culture, where teams are empowered to generate viable project ideas and subsequently rewarded, including financially (Bryan, 2002). Effective communication is also essential in empowering individuals (Covey, 2020, p. 279), with Covey noting that "empathic listening is so powerful because it gives you accurate data."

The researcher draws on insights from John Kotter (2001), a professor of organisational behaviour at Harvard Business School, who contrasts leadership with management to illustrate the leader's role in navigating rapid change. Kotter argues that leading an organisation through change and fostering a risk-taking culture begins with "setting a direction, along with strategies for producing the changes needed to achieve that vision" (p. 4). This perspective aligns with the O.C. Tanner Institute's 2020 Global Culture Report, which highlights how workplace culture, shaped by everyday employee experiences, plays a crucial role in risk-taking and innovation (Drysdale et al., 2005).

Furthermore, the trust established through the second **Strategy** reinforces a sense of moral obligation towards the organisation (Lilly et al., 2016). While the researcher acknowledges the significance of nurturing a strong risk culture in the workplace, it is equally important to exemplify the role of leaders in effectively communicating this culture to their teams. Leaders must first learn how to navigate rapid change and align their people with the organisation's purpose (Kotter, 2001, p. 2) before implementing a risk-culture program.

In practice:

1- **The leader's approach**

Once a climate of trust is established, it fosters a sense of moral obligation among the team towards organisational norms, encouraging employees to take risks and engage in new projects (Lilly et al., 2016). Since strategic foresight is fundamentally about identifying change, the leader must take the initiative to drive change, ensuring the organisation's sustainability and relevance in the future (Lustig, 2017, p. 69). Research on change highlights specific leadership traits that enhance the ability to lead change, including trustworthiness, honesty, commitment and the ability to manage uncertainty (Todd, 1999, p. 242). The

challenge for the researcher, as a founding director of the ALN, is to effectively communicate this initiative to the team and demonstrate its value to potential clients. Additionally, the researcher assembles an appropriate team to implement these changes, thereby enabling clients to make robust, future-proof strategic decisions that can be successfully executed.

2- **The organisational approach**

Development and team building are essential for encouraging, nurturing and cultivating leadership capabilities across the organisation (Jones, 2012). This is particularly valuable when leaders aim to generate enthusiasm and inspire commitment toward strategic planning. Waldman and Javidan (2002) emphasise that transformational leaders can significantly influence strategic discussions, especially when followers seek direction during periods of uncertainty. For example, a consultant was hired to facilitate strategic planning within the researcher's organisation. The consultant suggested that team members email their creative ideas beforehand, allowing these contributions to be incorporated into decision-making processes. This approach proved beneficial in enhancing productivity, trust, enthusiasm and collaboration among the team and board. As a result, the organisation's culture became more innovative, fostering a mindset of strategic foresight and encouraging risk-taking in decision-making.

The researcher proposes the following points, which are necessary to explore in this strategic planning to adopt successful change in the organisation and determine the adaptive necessary action:

- **Uncertainties and surprises**: To maintain a strategic edge, organisations must regularly update their strategic foresight to anticipate uncertainties and surprises. Mintzberg (1994) suggests establishing protocols that allow for adapting to these changes. Furthermore, systems should be built to collect and analyse data on these changes, empowering teams to make informed decisions and take calculated risks (Nonaka & Takeuchi, 1995). Developing risk management strategies is also critical, ensuring the organisation is prepared for proactive responses to contextual changes. Executing plans that incorporate flexibility and adaptability is paramount for navigating uncertainties effectively like COVID-19 and the current inflation situation (Rumelt, 2011).

- **Stakeholder strategy guidelines**: In addition to internal strategies, aligning stakeholder needs with the organisation's strategic vision is crucial. Freeman (1984) advises setting clear objectives that balance stakeholder rewards and contributions. This alignment enhances the organisation's ability to address external pressures while advancing its strategic goals. Taylor (2019) underscores the importance of stakeholder networks and the need for systems thinking in management processes, particularly in contexts where stakeholders can significantly influence outcomes. To be effective, an organisation's management must incorporate stakeholder engagement into its strategic planning (Jeffery, 2009, p. 43). This engagement adds value by reducing constraints on the business, enabling more effective planning, minimising risks and enhancing opportunities through better understanding of the rapidly changing PESTEL (political, economic, social, technological, environmental, legal) context (Jeffery, 2009, p. 43).

- **Risk-minimising guidelines**: To mitigate risks, organisations must develop robust guidelines and consistently monitor progress. Kaplan and Mikes (2012) recommend implementing corrective actions to stay on track with strategic goals. This proactive approach to risk management ensures the organisation remains resilient in the face of challenges.

- **Monitoring and adjustment plan**: Continuous improvement and adaptability are critical for long-term success. Argyris and Schön (1978) highlight the need to create systems for ongoing monitoring and adjustments. Executing plans that allow for flexibility ensures the organisation can respond effectively to changing conditions.

- **Core strategy specification**: It is essential to specify the core strategy, ensuring it aligns with the organisation's long-term goals and strategic foresight. Porter (1980) emphasises that this alignment is crucial for maintaining the organisation's competitive advantage and achieving sustained success.

- **Empowering employees and fostering a culture of confidence**: Effectively empowering employees and fostering a culture of confidence are vital. According to Covey (1992, p. 69), leaders can transform

organisations and build a culture of confidence by communicating vision, clarifying purpose and building trust. However, Marquet (2012, p. 206) argues this is insufficient on its own; passive followers can be transformed into active leaders by building trust, taking care of employees and giving them control over their work. This includes enabling them to make meaningful decisions based on a strategic foresight mindset. The researcher has implemented this practice within their team, yielding positive results. For example, when developing innovative services, the researcher emphasises creative capabilities, such as brainstorming, and ensures the team is involved in decision-making, integrating the foresight mindset into the process.

6.2.4 Strategy 4: Continuous Learning through Renewal and Innovation

Learning is an essential catalyst for leadership, providing the critical energy needed to sustain momentum by continuously generating new insights, ideas and challenges (Bennis & Nanus, 2003, p. 176). In today's environment of rapid change and uncertainty, this process is indispensable. Leaders who fail to engage in continuous learning are unlikely to sustain their roles over time. However, what distinguishes effective leaders is their capacity to learn within an organisational context (Bennis & Nanus, 2003, p. 176). These leaders focus on what is most critical to the organisation and leverage the organisation as a learning environment.

The most successful leaders have cultivated a set of skills that Donald Michael identifies as the "new competence" (Michael, 1973).These skills include:

- Acknowledging and sharing uncertainty
- Embracing error
- Responding to future challenges
- Developing interpersonal competence (e.g., listening, nurturing, coping with value conflicts)
- Gaining self-knowledge

These competencies frequently emerged in discussions with respondents during this research case study interviews. Respondents described how leaders acknowledge and

share uncertainty in task-force settings with colleagues, use their mistakes as learning opportunities, engage in goal-setting exercises to challenge current assumptions and priorities, and employ interpersonal skills to encourage collective idea generation. Additionally, leaders constantly work to enhance their self-awareness by testing their views against those of knowledgeable colleagues and external experts. What sets leadership learning apart from other forms of learning is the leader's role in fostering organisational learning and renewal and managing the collective self of the organisation (Bennis & Nanus, 2003, p. 176).

Therefore, renewal as a leader is essential for fostering self-awareness, which helps identify areas of weakness, potential for improvement and talents to be developed (Covey, 2020, pp. 54-55). This process of self-awareness builds the character strength necessary for personal and professional growth. Leaders can immediately take control of their lives by making and keeping commitments, no matter how small. These actions establish inner integrity, leading to increased self-control, courage and responsibility (Covey, 2020, pp. 54-55).

Consequently, creating a learning culture within an organisation is vital for meaningful change. When a leader fosters a foresight mindset aligned with their purpose and actions, they drive proactive behaviour within the organisation. Edward Deming (2018, p. 257) emphasises that the quality of work begins at the top and should be reflected throughout the organisation. Quality is not merely about doing things better but doing them differently.

A great leader demonstrates a high level of proactivity, self-awareness and foresight, allowing them to control their emotions, behaviours and practices based on their principles (Covey, 2020, p. 55). Although proactive individuals may be influenced by external factors, their responses are principle-driven (S. Covey, 1992). The process of leadership also involves continuous monitoring and appraisal, for the leader and team, to ensure ongoing support and issue resolution within the organisation (Jeffery, 2009, p. 26).

In practice:

1- **The leader's approach**

The greatest asset any leader possesses is themselves, making it crucial to renew the four dimensions of their nature—physical, spiritual, mental and social/

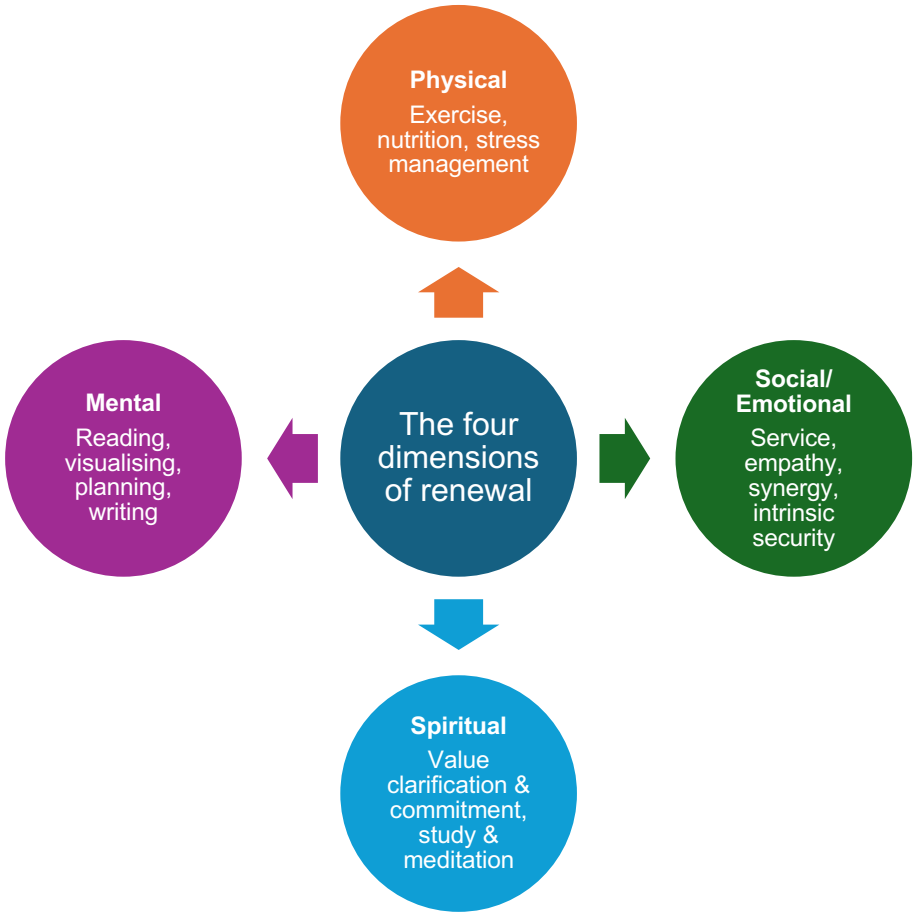
emotional (Covey, 2020, p. 187). These dimensions, though expressed differently across various life philosophies, are fundamentally aligned with Stephen Covey's concept of "sharpen the saw." This principle emphasises the importance of regularly and consistently exercising all four dimensions in a balanced and wise manner (Covey, 2020, p. 187), as shown in Figure 24. The researcher has long adhered to the habit of sharpening the saw and plans to continue doing so in the future. Additionally, one of the most popular training sessions conducted for the team and clients is titled "Write Your Personal Strategic Plan", which aligns closely with the sharpen the saw habit. This plan is followed and taught to the team and clients.

After completing the four DBL subjects in this doctorate and through the findings of this research, the researcher discovered the benefits of incorporating strategic foresight into their personal strategic plan. Strategic foresight, which is also action-oriented, allows individuals to explore how willing they are to act on their discoveries (Lustig, 2017, p. 43). This approach has been integrated into the training sessions conducted for the team and clients, further enhancing the effectiveness of their sharpen the saw habit.

This personal strategic plan, which aligns with Covey's sharpen the saw habit, serves as a roadmap for future actions, helping individuals achieve their goals, maintain consistency and balance different aspects of life. The plan also guides where to focus energy and when to take corrective action if things become unbalanced (Appendix I). The first and most important step in this plan is self-awareness—understanding one's unique abilities and characteristics, which may be physical, intellectual or spiritual. These traits could also include qualities or skills that define personality, habits, attitudes, perspectives, experiences, goals, creativity, relationships, communication or taste (Covey, 2020, p. 187).

Proactivity is essential in this process. Taking time to sharpen the saw is an investment in oneself, the most powerful investment a person can make (Covey, 2020, p. 187). To be effective, the researcher regularly recognises the importance of renewing themselves in all four dimensions, as they are the instruments of their performance.

Figure 24: The four dimensions of renewal



Source: adapted from Covey, 2020, p. 342

2- The organisational approach

Organisational learning refers to the process by which an organisation acquires and uses new knowledge, tools, behaviours and values across all levels (Bennis & Nanus, 2003, p. 182). This newly acquired knowledge is subsequently translated into new goals, procedures, expectations, role structures and measures of success.

Botkin et al. (1979, p. 10) make a critical distinction between maintenance learning and innovative learning. According to Botkin et al. (1979, p. 10),

> maintenance learning is the acquisition of fixed outlooks, methods, and rules for dealing with known and recurring situations. It enhances our problem-solving ability for problems that are given. It is the type of learning designed to maintain an existing system or an established way of life. Maintenance learning is, and will continue to be, indispensable to the functioning and stability of every society. But for long-term survival, particularly in times of turbulence, change, or discontinuity, another type

> of learning is even more essential. It is a type of learning that can bring change, renewal, restructuring, and problem reformulation—and which we have called innovative learning.

While many organisations have developed and institutionalised maintenance learning, it is necessary but insufficient (Bennis & Nanus, 2003, p. 181). Organisations must also embrace innovative learning that brings renewal to the organisation. Innovative learning is more challenging because it focuses on preparing organisations for action in new situations, requiring anticipation of environments that have not yet emerged (Bennis & Nanus, 2003, p. 181). This type of learning addresses emerging issues—issues that may be unique, with no opportunity for trial and error, and for which solutions are not yet known (Bennis & Nanus, 2003, p. 181). While managers are often equipped to handle maintenance learning, it is the leader's responsibility to ensure the promotion of innovative learning.

To exemplify innovative learning, the leadership consulting organisation that is dedicated to continuous learning and development, after carefully selecting the right team members, should focus on individual training according to their unique talents and skills (Collins, 2001). To support and promote the competencies outlined in the (SEC) model, the organisation can provide tailored training programs for leaders and the team.

One key component of this training is the inclusion of innovative learning practices. For instance, the researcher suggests the organisation implements a scenario-based learning exercise in which team members are presented with an emerging, hypothetical challenge in the consulting industry—such as navigating leadership in a rapidly evolving technological landscape. In this exercise, team members are required to anticipate potential changes and develop strategic responses. They collaborate to create action plans that not only address immediate issues but also consider future possibilities. Throughout the process, they are encouraged to think creatively, challenge existing assumptions and propose novel solutions that could reshape the organisation's approach to leadership consulting.

As the organisation invests in learning and development opportunities, it fosters an environment where employees feel valued and empowered. By integrating innovative learning into its training programs, the organisation not only

enhances the capabilities of its team but also ensures long-term growth and adaptability (Bennis & Nanus, 2003, p. 181).

In the above practice, the leadership consulting organisations will exemplify how innovative learning can be seamlessly integrated into training and development efforts, ensuring that leaders and employees alike are prepared to navigate the uncertainties of the future.

In summary, integration of the SFM and SEC model proposed in the previous chapters provides a robust framework for navigating the complexities and uncertainties inherent in today's business environment. By adopting the aspirational leadership practices outlined in this chapter, the researcher and management consulting organisations are better equipped to implement the components of the SEC model and anticipate future challenges and opportunities, thereby fostering innovation and sustaining long-term growth.

The four strategies—vision-driven transformation, trust-based decision-making, risk-taking through effective communication, and continuous learning through renewal and innovation—are critical pillars that support effective leadership in the face of discontinuous change. These strategies not only guide the researcher but can guide every leader in aligning their actions with the organisation's purpose and empower them to cultivate a foresight mindset within their teams. This mindset, in turn, drives proactive behaviours and a culture of continuous learning, ensuring the organisation remains adaptable and resilient.

Ultimately, successful implementation of these guidelines requires commitment to ongoing learning and growth, at individual and organisational levels. Leaders who embrace this approach will be well-positioned to lead their organisations toward a future marked by sustained innovation, trust and shared success.

6.3 Contributions to Management Practice and Theory Building

The new practice frameworks introduced in this research, supported by the findings of case studies and the literature review, make significant contributions to strategic foresight management and theory development. While various best practices were identified across specific capability dimensions, it was evident that none of the interviewed companies in the case studies had fully implemented a comprehensive, stable and effective strategic foresight system. Most companies demonstrated maturity

in one or two capability dimensions but showed deficiencies in others. This incomplete implementation raises concerns about these firms' ability to maintain performance in times of uncertainty and continuous change.

The need for managerial guidance on how to build resilient organisations in the face of change is underscored by the proliferation of management literature addressing this issue. This research makes two primary contributions: managerial and theoretical.

6.3.1 Managerial Contributions

Contribution 1: Evaluation framework for leadership effectiveness

Based on the researcher's experience and learning, criteria were developed to evaluate a leader's effectiveness through two key measures: foresight contribution and strategic decision-making. The criteria include vision clarity, data utilisation and feedback, long-term perspective and backcasting, innovation orientation and scenario planning. These criteria, as discussed in Chapter 4, offer a framework for assessing the transformative impact of strategic foresight on personal and professional endeavours. This aligns with the perspectives of Bennis and Nanus (2003), who argue that transformational leaders develop organisational vision, foster commitment and trust among employees, and facilitate organisational learning. This analysis has contributed to the emergence of the PCLP, which is further mentioned in the next contribution.

Contribution 2: Personal contingent leadership paradigm

The PCLP is a set of theoretical propositions and personal values that guide how a leader perceives and responds to leadership challenges ("Module 1: The business ecosystem," 2022). It is a framework for defining leadership practice, particularly through the SEC model, which encapsulates six essential components of the researcher's leadership approach. Over the past decade, the SEC model has evolved, shaped by the researcher's experiences, theoretical learning and feedback loops. This evolution has deepened the researcher's understanding of their behaviours and practices. The SEC model, representing the PCLP researcher emphasis on values-driven leadership, aims to achieve desired outcomes by adapting to specific circumstances and inputs (Fayed, 2024, p. 1). It addresses the interplay between leadership theory, practice and development, offering a model that guides not only the researcher but also leaders in navigating key challenges. The evolution of the SEC model was elaborated in Chapter 5; it integrates the researcher's values, vision, knowledge and experience into a

practical leadership framework that evolves with changing contexts. The six capabilities of the SEC model are Envision, Establish, Enable, Empower, Ensure and Execute.

Contribution 3: Strategic foresight model application

This research also introduces a SFM that measures a company's proficiency levels and suggests steps for planning improvements (Rohrbeck, 2010). The SFM is structured into three major elements: *Context*, *Competencies* and *Proficiency Levels*, as detailed in Chapter 4. The research developed this framework through longitudinal case analysis, qualitative recommendations from respondents and existing literature.

When implementing a new strategic foresight system, companies face additional decisions, such as selecting appropriate methods and information sources (Rohrbeck, 2010). These decisions depend on specific factors at the individual company level, including available resources, access to data and familiarity with methodologies. The primary objective of the SFM is to enhance a company's capacity to identify discontinuous changes and formulate effective responses. It has been demonstrated that a well-designed foresight system can detect discontinuous changes and effectively channel information throughout the organisation, thereby contributing to successful responses to these changes (Rohrbeck, 2010, p. 179). By quantifying foresight capabilities, companies can engage in benchmarking activities and enrich academic discourse, highlighting best practices within SFM.

Contribution 4: Best practices in strategic foresight systems for long-term survival

Strategic foresight systems are essential for ensuring the long-term survival of firms by challenging prevailing assumptions and dominant logic, thus creating a sense of urgency for action (March et al., 2002). The SFM framework allows for the measurement of strategic foresight capabilities, emphasising the adaptability of the foresight system to diverse organisational and environmental contexts. However, whether this model will drive increased interest in developing strategic foresight abilities at the top management level remains to be seen. Consequently, this research, as discussed in Chapter 4, advocates for a multi-modal dissemination strategy. This strategy involves integrating foresight insights into culture, the strategy establishing process linkages to ensure effective utilisation of foresight outcomes.

Moreover, by embracing strategic foresight as a catalyst for innovation and leveraging its insights to inform strategic decision-making, companies can better adapt and thrive

in dynamic environments characterised by uncertainty and change. This contribution offers practical insights into the development of leadership practices and strategic foresight, thereby enhancing the effectiveness of leaders and resilience of organisations in navigating complex and uncertain environments.

Contribution 5: Optimising the SFM and integrating it into practice

The research outlined in Chapter 5 emphasises the importance of incorporating foresight into the SEC model to enhance a leader's and team's ability to navigate complexity and uncertainty, thereby fostering organisational growth. While the SEC model is rooted in the researcher's personal values, knowledge and experience, leadership is fundamentally a collective endeavour (Adair, 2007). To achieve meaningful outcomes and improved performance, the model should be adapted to the entire organisation.

The literature and practical applications underscore the necessity of systematic monitoring to keep foresight insights up to date. This process is supported by well-defined policies and procedures that assign clear responsibilities for maintaining and managing the foresight system. The researcher's integration of SFM elements into the SEC model allows the entire organisation to benefit from these insights.

The integration highlights the crucial role of a scanning strategy and robust monitoring system in foresight processes. These tools are vital for anticipating environmental changes and fostering innovation (Rohrbeck, 2010). The scanning strategy provides essential guidelines for identifying and tracking signals, ensuring that scenarios and their underlying drivers remain relevant over time. This approach not only aids in keeping foresight insights current but also supports the organisation's capacity to respond effectively to evolving challenges (Rohrbeck, 2010).

6.3.2 Theoretical Contributions

Contribution 6: Application of contingency theory in strategic foresight: Identifying and integrating contextual factors

In the context of strategic foresight research, contingency theory can be employed to examine the relationship between contextual factors and strategic foresight capabilities, which are influenced by various contingency elements (Rohrbeck, 2010). Drawing from interview findings, this research introduces five contingent factors, referred to as the contextual factors of the organisation. By adhering to a contingency logic, it was

possible to formulate normative guidelines for designing corporate foresight systems. These guidelines are based on five identified contingency factors: *company size*, *nature of strategy*, *organisational culture*, *environmental volatility* and *source of competitive advantage*.

Chapter 4 details the five contextual elements relevant to strategic foresight identified in this research, along with their descriptions. While these contextual elements have been recognised in previous leadership and management research (Rohrbeck, 2010), this study advances the field by further developing measurement aspects related to strategic foresight. Specifically, it highlights how a culture emphasising innovation and prioritising long-term planning emerged as a significant pattern based on respondents' feedback, thereby expanding understanding of strategic foresight implementation.

Contribution 7: Enhancing strategic foresight competencies: Identifying key elements for optimising strategic foresight systems

This research advances the understanding of strategic foresight competencies by identifying four key competency elements relevant to strategic foresight: *information usage*, *methods used in foresight activities*, *people* and *foresight projects.* These competencies are crucial because they demonstrate that various factors influence the design choices for strategic foresight systems (Rohrbeck, 2010) and designing a corporate foresight system should be approached as an optimisation problem. These competencies enhance a firm's ability to respond to discontinuous change. As detailed in Chapter 4, these competency elements are integral to the SFM. They help identify key components of foresight practices, assess proficiency levels within these components and underscore the role of strategic foresight in managing discontinuous changes and crises.

Contribution 8: Defining proficiency levels in strategic foresight: Normative recommendations for value creation and adaptive response

Another theoretical contribution of this research is the development of normative recommendations for building strategic foresight systems based on analysis of contingency factors, specifically by defining proficiency levels. This research links corporate foresight capabilities to their value creation, as measured by proficiency levels. Proficiency levels are crucial for companies as they measure improvements in

responding to opportunities and threats (Rohrbeck, 2010) and enable timely responses to strategic change (Schwartz, 1991).

Based on the findings of the case studies, four elements of proficiency levels have been identified in Chapter 4: *early warning*, *scenario planning*, *measuring impact* and *improving decision-making*. The researcher proposes four hypotheses:

1. The communicative capacity of employed methods positively influences the ability to trigger actions and motivate others to act.

2. Combining methods, such as scenario planning with improved decision-making, positively influences overall proficiency levels.

3. Effective information usage positively influences overall proficiency levels.

4. The ability to integrate a broad range of stakeholders and engage them positively influences value creation and proficiency levels by triggering actions.

Contribution 9: Linking strategic foresight with innovation, culture and disruption management as outlined in Chapter 4

A further step in connecting strategic foresight to other corporate functions was achieved by extending the literature analysis beyond future research to include studies on innovation, culture and strategic foresight management. This analysis revealed a lack of cross-referencing among these three management research disciplines, indicating a low level of cross-fertilisation and, more importantly, a lack of effort to compare and consolidate their knowledge bases (Rohrbeck, 2010, p. 182).

Through this extended literature review, similar phenomena studied under different names within these three perspectives were identified as fundamentally related. It was also possible to link current research streams to the study of strategic foresight, including areas such as training, decision-making, innovation and disruption management. This integrative approach promotes cross-fertilisation and further extends the theoretical foundation of research on strategic foresight.

Contribution 10: Identifying competency areas for effective strategic foresight implementation

Through the longitudinal analysis of case studies and comprehensive literature review, four key areas of competency have been identified in the discussion of Chapter 6. These competencies highlight the importance of adopting a strategic foresight mindset for leaders and organisations to make informed decisions about the future (Lustig, 2017, p. 57) and effectively implementing these decisions by following the SEC model. This approach necessitates continuous learning and development, encompassing four essential human-handling strategies that leaders must cultivate to guide their decisions, actions and behaviours when implementing strategic foresight.

The four strategies—*vision-driven transformation*, *trust-based decision-making*, *risk-taking through effective communication* and *continuous learning through renewal and innovation*—are foundational pillars that support effective leadership in the face of discontinuous change. These strategies not only provide guidance to leaders in aligning their actions with the organisation's purpose but also empower them to foster a foresight mindset within their teams.

Ultimately, successful implementation of these guidelines requires commitment to ongoing learning and growth at individual and organisational levels. Leaders who embrace this approach will be well-positioned to guide their organisations toward a future characterised by sustained innovation, trust and shared success.

6.4 Limitations of the research and directions for future research

Despite careful design and execution, all research carries inherent limitations that can affect the interpretation and generalisability of results. Acknowledging these limitations is essential for guiding future research efforts. This reflection identifies four primary limitations of the current study, each of which suggests directions for future research to enhance understanding of strategic foresight.

6.4.1 Scope, Generalisability, Participants, and Validity Across Industries and Company Sizes

One major limitation of this research is its longitudinal design, chosen to identify a broad range of elements and strategic foresight systems over time. While this design allowed for in-depth analysis, it also required significant resources, including dedicated

personnel, over an extended period. The limited number of participants in the case study interviews was a constraint, impacting scope and depth.

Furthermore, the findings from the case studies, which were focused on management and consulting firms, may not be easily generalisable to other contexts. The unique characteristics of each case study, including industry, company size and organisational culture, present challenges in applying these findings to broader corporate settings. Although theory building was supported by empirical evidence from the case organisations (Eisenhardt & Graebner, 2007), the extent to which these findings can be generalised remains uncertain (R. Yin, 2014).

This research centred on four companies and it is important to recognise that smaller organisations may not have the capacity to establish a formal strategic foresight framework or fund extensive research activities. Therefore, the ability to extrapolate general principles from these case studies is limited by the unique structures, size, culture and market situations of the organisations involved. For the best practice framework developed in this study to be applicable to other organisations, it is essential to consider differences in company size, industry, market position, organisational values, culture and other contextual factors. Further research in other industries, with different sized organisations or a larger sample size, is necessary to ensure the validity and generalisability of the findings across various sectors.

Future research direction: Investigate the research question: Does a firm's strategic foresight ability positively influence its ability to retain its competitive advantage when faced with discontinuous change and uncertainty? This question remains challenging to answer with the current research design and warrants further exploration.

6.4.2 The Fundamental Dilemmas of Strategic Foresight

A key concern in strategic foresight research is how to effectively scan for weak signals without falling into the trap of overestimating their significance or discarding them prematurely due to their initially low signal strength (Rohrbeck, 2010, p. 186). Weak signals presented to top management as strategic issues run the risk of being amplified to the extent that they are perceived as major threats; in reality, they may only represent minor disruptions (S. Brown & Eisenhardt, 1997).

Several strategies have been proposed to address this dilemma, including avoiding filtering, relying exclusively on qualitative data, identifying issues by examining them

from alternative perspectives and reserving interpretation for top management (Brown & Eisenhardt, 1997; Rohrbeck & Schwarz, 2013). However, these recommendations have yet to fully resolve the dilemma, indicating the need for continued research.

Future research direction: Focus on resolving the dilemma of weak signals—how to amplify them sufficiently to be recognised as trends without overestimating their true impact or inadvertently suppressing signals of other important trends.

6.4.3 Further Investigations and Descriptions of Qualitative Methods

While this thesis has explored specifically strategic foresight in management consulting organisational contexts, it does not specifically address strategic foresight, strategy or operations within the non-profit sector that was mentioned in this thesis because it is a part of the researcher's journey—a topic that warrants future research.

Organisations often face significant challenges that hinder effective implementation of foresight, such as lack of internal resources, user-friendly methodologies, funding, time and management support in addition to structural issues and cultural barriers. To successfully drive foresight initiatives, management must provide cultural and financial support, ensuring that processes and methodologies are user-friendly (Lustig, 2017). Foresight activities should be centrally funded to ensure continuity, but managed in a decentralised manner, allowing flexibility without the need for constant approval from senior management.

Although this research has identified several best practice frameworks for qualitative foresight methods, there remains a gap in the literature concerning a more sophisticated and validated overview of best practice tools, particularly in the areas of collaboration and quality control for the outputs of scenario planning. The literature and field research have highlighted a limited number of recommended methods, indicating a need for further development in this area.

Future research question: How can qualitative foresight methods be further refined and validated, particularly in terms of collaboration and quality control, to enhance their effectiveness in various organisational contexts?

6.4.4 Linking Foresight with Financial Benefit and Performance

Research has suggested that innovative and financially successful organisations often employ a foresight-centric approach to strategic planning (Rohrbeck, 2010). However, establishing a definitive link between financial performance and the type of foresight or strategy process used in an organisation requires further investigation. This research was not designed to prove that a contemporary foresight-centric approach will necessarily outperform organisations with traditional hierarchical processes. The financial benefits of such an approach may vary depending on unique cultural, structural or market-specific circumstances.

To demonstrate financial benefits, sustain foresight processes and teams, and strengthen the link between shareholder value creation, innovation and foresight, more extensive research is required. Such research should involve a larger sample pool and be conducted over a longer period—potentially five years after an organisation has implemented a foresight framework.

Given the limitations outlined in the research, this study should be seen as foundational recommendations for integrating weak signals into scenario building and strategy development. It explores a niche area of research and current business practice, highlighting the need for additional validation and empirical evidence. Future research should involve a broader range of sample organisations to expand on the comparative analysis of modern and traditional foresight methodologies. A wider sample will provide greater certainty regarding the effectiveness of contemporary foresight-based methods and enable a comprehensive description and validation of the qualitative methods, thereby strengthening the links between foresight and financial performance.

Future research question: How can a broader, longitudinal study definitively link contemporary foresight methodologies with financial performance, and what factors mediate this relationship in different organisational contexts?

6.5 Conclusion

This final chapter synthesises the insights and reflections garnered from the research, culminating in a comprehensive discussion on the development and application of the researcher's PCLP, which is the SEC model. The chapter begins by detailing the guidelines necessary for the aspirational PCLP, providing a strong justification for its formulation based on the insights gained throughout the study. These guidelines offer

significant contributions to management practice and theory building, particularly in the context of strategic foresight and leadership development.

The new practice frameworks introduced in this research, underpinned by findings from the case studies and a thorough literature review, offer substantial advancements in the field of strategic foresight management. Consequently, this research underscores the critical need for managerial guidance on building resilient organisations capable of adapting to change.

The chapter also acknowledges the limitations encountered during the research, recognising that all studies inherently carry constraints that can influence the interpretation and generalisability of results. Four primary limitations were identified, each pointing to areas where future research could contribute to refining and expanding the strategic foresight framework.

Finally, the chapter suggests avenues for future research, emphasising the importance of further investigation to enhance understanding of strategic foresight. By proposing personal development actions, this chapter aims to further enhance leadership capabilities, ensuring alignment with the evolving demands of the management and consulting industry. The practical steps of strategic foresight linked to the SEC model are also outlined along with its six capabilities—*Envision, Establish, Enable, Empower, Ensure* and *Execute*—providing necessary guidelines for the aspiring PCLP framework. The ongoing learning and growth of the researcher's four strategies in human skills required to embody the identified competencies—*vision-driven transformation*, *trust-based decision-making*, *risk-taking through effective communication* and *continuous learning through renewal and innovation*—will also be essential for leaders to effectively guide their organisations in times of uncertainty and change.

APPENDIX A: RESEARCH INTERVIEW

Context Questionnaire of the interview

Participant

1. Participant name
2. Interview date
3. Job title
4. Position
5. Age, please tick the appropriate circle.
   O 25 to 35 O 36 to 45 O 46 to 55 O over 56
6. Number of years in company
7. Number of years in strategy work

Company profile

1. Name of company
2. Number of employees
3. Annual revenue in 2017 and 2022
4. Market share: Please choose one option.
   10%, 20%, 30%, 40%, other

Nature of your strategy

Please tick one circle for each question.

1. Focus of your strategy: Narrow niche O O O O O Broad (global)
2. Growth orientation: Modest O O O O O Aggressive
3. Focus on innovation: Minor O O O O O Major

Strategic planning and strategy development

Please describe your strategy development process (strategy framework).

Volatility of your environment:

1. How would you rate the volatility of your business environment in the past five years? (Choose from “Low,” “Moderate,” or “High”)
2. How have growth opportunities changed in the past five years? (Choose from “Decreased” or “Increased”)
3. How would you characterise the speed and predictability of technological change? (Choose from “Predictable” or “Unpredictable”)
4. How predictable are the behaviours of key competitors, suppliers and partners? (Choose from “Predictable” or “Unpredictable”)

Information usage

1. Please name the information sources you used for environmental scanning:
   In 2017:
   In 2022:

Methods

1. Which methods do you use to identify and collect signals/indicators about future market environments (example/s)?
2. Please name methods you used in your foresight activities:
   In 2017:
   In 2022:

Foresight activities

1. Please identify units involved in foresight activities in your company:
   In 2017:
   In 2022:

Foresight project

1. Please describe a representative foresight project.
2. In detail, which methods do you use in order to challenge your organisation (all relevant stakeholders) with the insights of future market environments? Please give some examples of methods you used in 2017 and 2022.
3. What was the impact of the methods you have used on your company's processes and strategy (changes in organisational culture and structure/processes, differences in the strategy team, changes in product portfolio, etc.)?

Prioritising insights

How do you prioritise the emerged insights about future developments with regard to implementation in the company?

Value from foresight

Please provide examples how foresight activities have created value in your company?

Examples from 2017:

Examples from 2022:

Corporate culture

How would you describe the company's/vision's corporate culture, especially with regard to innovation and long-term planning (keywords only)?

Measuring impact

Please name the measures used by your company to test the impact of strategic foresight planning on firm performance.

Measures used in 2017:

Measures used in 2022:

Additional suggestions

Do you suggest mentioning anything based on what we discussed and I missed to ask?

APPENDIX B: RESEARCH RESPONDENT CONSENT FORM

This form is to be signed by each individual respondent.

The information and anything else you may provide is required in connection with research that is being undertaken as a component of a professional doctorate. It is your right to withdraw your participation in the research at any stage. Any information or personal details gathered in the course of the research are confidential and neither your name nor any identifying information will be used or published without your permission. However, such information may be provided in confidence to appointed examiners.

The information and anything else you may provide will be held in a safe, secure location whilst being utilised and after use would be destroyed or disposed of in a manner that would not jeopardise its confidentiality.

You will be informed whether interviews are being recorded and your signature below implies your consent to this recording.

Please select ONE of the options below; indicate your selection by signing your initials in the space provided:

	I give permission for information provided by me in the course of the research to be published
	I give permission for information provided by me in the course of the research to be published provided no identifying information is included
	I do not give permission for information provided by me in the course of the research to be published

If you have any concerns or complaints about the research, please contact: Professor Ramzi Fayed
Phone: 0412600959
Email: rfayed@imia.edu.au

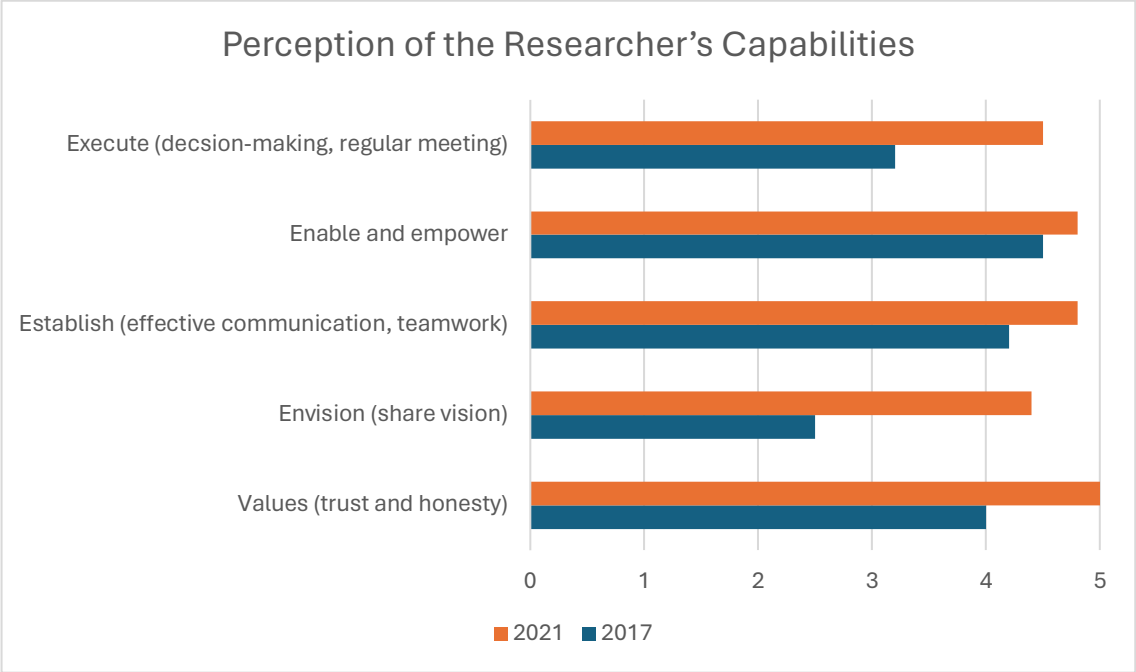
I agree to participate, given the above conditions.

Signed: _____

Name: _____Date:_____

APPENDIX C: LEADERSHIP CAPABILITIES

Perception of the researcher's capabilities.

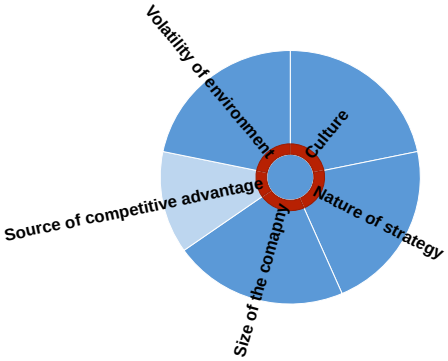


APPENDIX D: CODING TREE

Coding tree with the number of references and coded sentences.

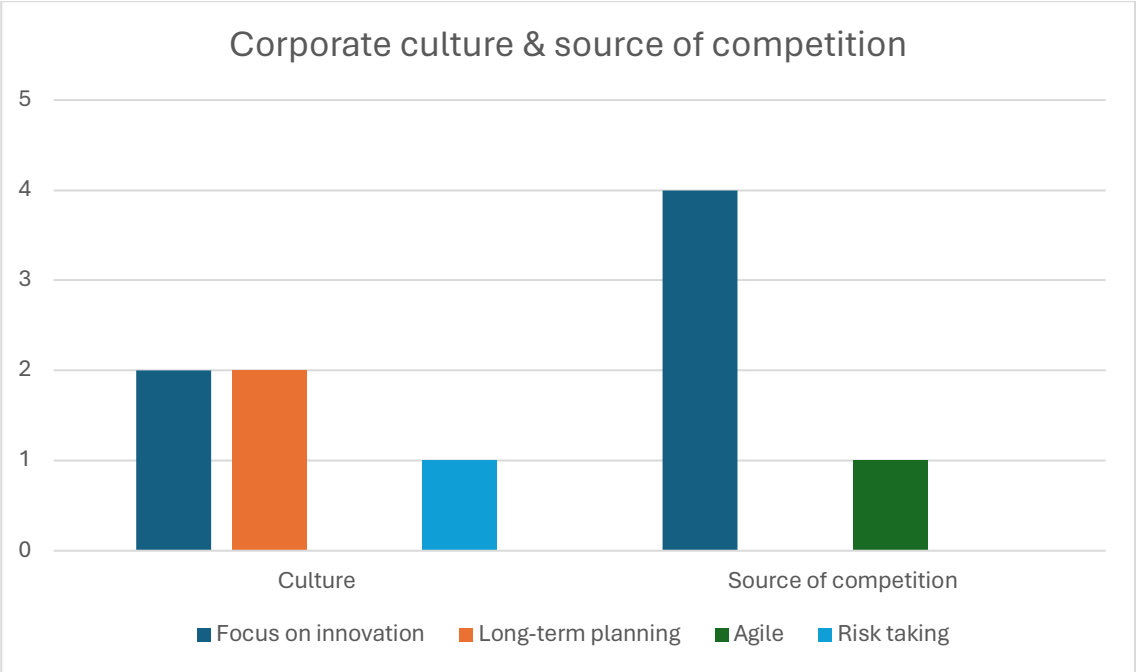
Category	Codes	Respondents	Sentences
Context	Size of the company	5	5
	Nature of strategy	5	19
	Culture	5	5
	Volatility of environment	5	24
	Source of competitive advantage	3	3
Capabilities	Information usage	5	7
	Methods	5	22
	People involved	5	10
	Foresight projects	5	18
Proficiency levels	Early warning	1	1
	Scenario planning	2	3
	Measuring impact	5	18
	Improve decision-making	3	4

APPENDIX E: CODES IN CONTEXT COMPARED BY THE NUMBER OF ITEMS CODED EXTRACTED FROM NVIVO14

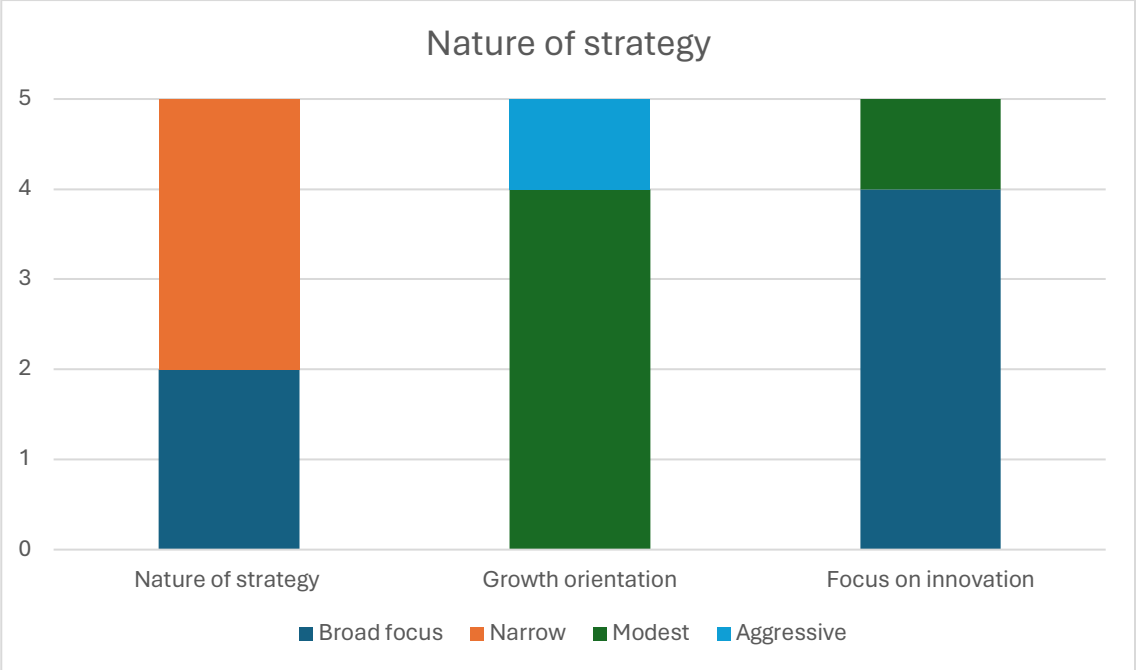


APPENDIX F: INTERVIEW RESULTS:

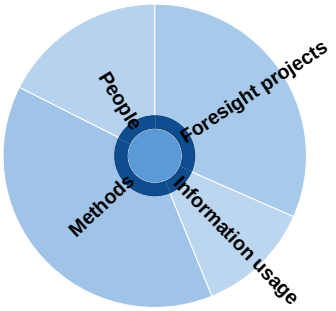
The number of respondents with their culture focused on long-term planning and innovation. The number of respondents with their source of competition focused on innovation and on agile systems.



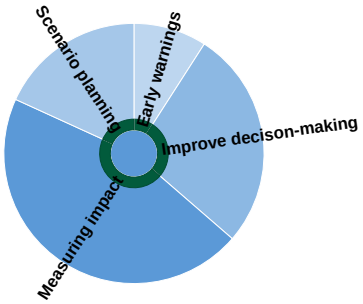
The number of respondents with their nature of strategy focus.



APPENDIX G: CODES IN COMPETENCIES COMPARED BY THE NUMBER OF REFERENCES EXTRACTED FROM NVIVO14



APPENDIX H: CODES IN PROFICIENCY LEVELS COMPARED BY NUMBER OF ITEMS EXTRACTED FROM NVIVO14



APPENDIX I: CREATING YOUR PLAN FOR SUCCESS

Based on "Sharpen the Saw" by S. Covey (2020), the personal strategic plan is a living document that should be revised and amended when conditions change or at least every three months. To help with this process, the researcher must evaluate their progress every month to determine whether they align with their goals.

The personal strategic plan covers five areas:

- **Personal** – personal goals, including physical/health and spiritual goals.
- **Family** – relationship, parenting and social life with friends and family goals.
- **Financial** – goals to accomplish financially each year.
- **Leader** – goals to lead the firm's vision and to develop themself as a leader.
- **Community** – goals for being involved in the community, such as charitable giving or volunteer work.

For each area, list priorities and think of the small, most consistent first step you can take. What level of transformation can a leader take on? Select something simple and sustainable to start with. Once you get good at managing your personal strategic plan, as a leader, you will know your capacity for transformation and start adding bigger steps.

At the end of the year, do a major review of this plan, see the accomplishments and set new goals for the next year.

SUPPORTING PORTFOLIO FOR THE LEADERSHIP CRITIQUE

DBL LEADERSHIP SUPPORT PORTFOLIO

Student Name: Rawaa El Ayoubi

Student ID: A00067386

September 2024

Supervisor: Professor Khimji Vaghjiani

TORRENS UNIVERSITY

AUSTRALIAN GRADUATE SCHOOL OF LEADERSHIP

Table of Contents

I. LEADERSHIP SUPPORT PORTFOLIO OVERVIEW

This supporting Portfolio was created from the researcher's historical and current achievements and their leadership programs and resources. The creation of this Portfolio occurred in parallel with the development of this Critique and underpins the researcher's leadership journey in chapters 1 and 4 of this thesis.

A leadership Portfolio is defined as an ongoing reflection of the leader's accomplishments, competencies, activities, skills, programs and other related experiences that have contributed to their personal leadership development. Portfolios are an excellent channel for the development of a critically reflective practice, and they are widely used and assessed in various forms to enhance scholarly practice in diverse fields such as arts, business, education, law, medicine and other health professions (Klenowski, 2002). Additionally, Portfolios are succinct collections of deliberately selected works like critical analyses and evidence pertaining to professional context, philosophical approaches, strengths and goals for further development (Klenowski, 2002).

Two primary benefits result from developing this supporting Portfolio. First, the researcher's behaviours have been observed throughout the years, then analysed and evaluated in terms of effectiveness to determine what it means to be an effective leader. Second, having a clear understanding of contextually bound best practices will allow other leaders to benefit from the knowledge gained during the researcher's leadership journey (Zundel & Mengel, 2007). In this sense, a supporting Portfolio has the potential to support the leader's faculty learning by the willingness to take responsibility for continuous developing and learning across experiences in the leadership journey and professionalism (Buckley et al., 2009).

This section of the Portfolio focuses primarily on the researcher's more traditional leadership philosophy as it has relevance to understand the context and leader's behaviours behind each chapter of their life. This practice plays an important role in appreciating its emergence and evolution.

1. A Personal Leadership Philosophy

A leadership philosophy is a foundational charter that outlines the leader's values, purpose, mission and vision related to their leadership journey (Northwest Executive Education, 2024). This charter is like a compass to guide the researcher in problem

solving or decision making, influencing their interactions with others and shaping their behaviours (S. Covey, 1992).

Like other individuals, leaders often experience fluctuating degrees of failure and success, and they can become overwhelmed in their leadership position. The researcher believes that, to lead effectively, leaders need to clearly communicate their leadership philosophy that is obtained from their learning experience, knowledge and most importantly values.

As a dedicated leader, educator and mentor, the researcher has built their life at personal and professional levels around fostering innovation, nurturing talent and empowering individuals and emerging leaders to create impactful change in society at all levels. Their teaching philosophy and leadership practice are grounded in values-based leadership, promoting ethical decision-making, and leveraging strategic foresight to help organisations thrive in uncertain environments.

In July 2021, Torrens University offered the researcher an acceptance into the DBL program, which they commenced in September 2021, with anticipated completion at the end of 2024. This Leadership Supporting Portfolio is one of the proud outcomes of the researcher's doctorate journey.

The researcher's career and experience has made them grow and reach higher levels of learning in leadership and personal growth. However, the challenges of the leadership journey are ongoing. Nonetheless, it is the researcher's belief that learning from these challenges is an important endeavour, not only for themselves but for leaders generally.

Reflecting on the researcher's reflection and study, together with insights drawn from literature, knowledge and experience, provide the way forward to explore their personal leadership philosophy statement: *the researcher believes that a great leadership requires a compass of values, beliefs, positive attitudes, diligence, determination and genuine care for others.*

2. Values

Knowing themself and identifying their values make it easy for the researcher as a leader to distinguish what core values they want to adopt into their leadership style that can help them improve their affinity and connection with their team and others. Therefore, building awareness of leadership core values helps develop their personal

approach that will likely be a blend: personal leadership core values and common core values for the workplace (Conant, 2019). Thus, leadership core values are a mélange of core beliefs and principles that are closely connected to personal core and work values. They are ethics or ideals that guide an effective leader when building relationships, problem solving and decision-making (Covey, 1992).

The effectiveness of this great leadership originates from a strong set of values that are important to the researcher, which include trust, honesty, respect, diligence and confidence. **Trust** involves keeping promises, aligning the researcher's behaviour with their purpose and values, and acting with integrity (Covey & Merill, 2018). **Honesty** means being sincere in telling the truth even in the face of disagreements and avoiding cognitive biases (Avolio & Gardner, 2005). **Respect** entails treating everyone with dignity, consideration, appreciation and empathy, and without discrimination (Sennett, 2003). **Diligence** represents commitment to duties and a level of excellence in pursuing tasks and goals. That reflects the importance of dedication and sustained effort, even in the face of challenges (Avolio & Gardner, 2005). Lastly, **confidence** involves belief in the researcher's abilities to take initiative, make decisions, accept responsibility for addressing problems and correct mistakes (Stajkovic & Luthans, 1998). These five values are the researcher's moral compass and guide their dealings, at personal and professional levels.

The researcher's values and beliefs guide the way they live and work. According to them, great leadership requires presenting clear expectations for others and gives them the space to present their expectations. For instance, the researcher expects their students, team and colleagues to show respect for each other, act with integrity and listen empathically to each other. Additionally, they expect transparency among the team, which will prevent issues from escalating into larger challenges.

Furthermore, a commitment to the organisation's vision, mission and purpose is essential for the leader and team to work strategically, ensuring the organisation's purpose is accomplished and desired outcomes are achieved. This commitment requires an understanding of the organisational culture that is shaped by multiple factors beyond the influence of any leader and among these is ethical behaviour expectations (Module 1, 2022, pp. 19-22). Culture is also used to explain the shared values, beliefs and assumptions that guide behaviour within an organisation and can lead to poor or good outcomes (Schneider, 1987). Therefore, an ethical culture is "the glue" that holds the

organisation together as a source of identity and competence (Bass & Riggio, 2014, p. 99), and combats the risk of corruption and misbehaviour (Trevino et al., 2018). Thus, culture impacts everything from performance to how the organisation is perceived by the public and stakeholders (Lawson et al., 2021, p. 2). For all these important reasons, the researcher chose to always clarify their values and context of leadership development, which is essential when formulating a clear approach about the researcher's personal leadership philosophy.

The researcher's passion is to enable individuals to build their strengths and use them within the organisation context to meet its goals (Day, 2001). Setting these goals initially requires strong leadership skills in problem analysis, and identifying the strengths, weaknesses, threats and opportunities for the organisation (Higgins et al., 2020). From this foundation, the researcher developed goals and objectives to guide the pursuit and measurement of the organisation's success.

Moreover, strong leaders and organisations must not be afraid of taking risks or encountering failure (Higgins et al., 2020). Boldness and diligence in the pursuit of success are essential to achieving great outcomes as Collins and Porras (1996) suggest, organisational culture is a balance between continuity of shared values and goals and adaptation to change.

While the environment can be challenging, as happened with COVID-19, leaders must be adept at building relationships with people scattered across the wider context in which they do business. Therefore, the researcher's potential is to capitalise on connections with partners and beneficiaries to drive greater innovation. To seize this opportunity, they need to build their strengths in three practices (Barch et al., 2010): building mutually beneficial partnerships with stakeholders; understanding technological advances as digitisation has unlocked opportunities; and encouraging innovation and leading change.

This requires knowing how to overcome resistance to change. The researcher has discovered the first step to deal with problems or conflicts is to be proactive and build trust (Covey, 1992, p. 172). The solution is to bind people in leader-quality relationships because common ground requires solid confidence that the leader is trustworthy (Blank, 1995, p. 203). For instance, the researcher used to be more resistant to change but with their PCLP model, they have found that leading change can produce radical

transformations. The formula is to interpret the new reality, adjust to it and act in a new way.

The personal leadership philosophy is a continuous endeavour if a leader wants to tackle everyday challenges. It is about developing and practising a personal leadership approach in connecting individual values into the leadership development process and guidelines to achieve positive change on the wider context. This is a fundamental point as traditional leadership has been associated with the ability to influence and motivate others (House, 1994). Moreover, leadership can have a profound impact on how the organisation's culture changes and evolves over time (Schein, 1992)and this culture plays the role of holding the organisation together and combatting the risk of corruption and misbehaviour (Trevino et al., 2018). However, great leadership is not just about demonstrating an integrity and risk culture and engaging individuals and team. It also requires aligning people to make ethical standard in engaging in two-way communications on ethical issues, taking responsibilities for win and lose situations, and holding people accountable to ethical standards (M. E. Brown et al., 2005).

II. PROFESSIONAL RESUME

Rawaa El Ayoubi

Doctoral Candidate – Business Leadership | Leadership Coach | Teacher | Business Consultant

Contact Information

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Phone: 0414935048

LinkedIn: https://www.linkedin.com/in/dr-rawaa-el-ayoubi-6a287a39/

Leadership & Educational Philosophy

As a dedicated business leader, educator and mentor, the researcher has built their career around believing in a set of values, fostering innovation, nurturing talent and empowering women and emerging leaders to create impactful change. Their teaching and leadership practice is grounded in values-based leadership, promoting ethical

decision-making and leveraging strategic foresight to help organisations thrive in uncertain environments.

The researcher believes that great leadership requires a compass of values, beliefs, positive attitudes, diligence, determination and genuine care for others.

Education

Doctor of Business Leadership
Australian Graduate School of Leadership, Torrens University, Australia
September 2021 – December 2024 (anticipated)
Thesis: "Towards a Strategic Foresight Model that Helps the Management Consulting Industry in Times of Change and Uncertainty"

Certificate IV in New Small Business
TAFE Australia
2021

Award Company Directors Course
Australian Institute of Company Directors, Sydney
2019

Certified Organisational Coach (Level One)
Institute of Executive Coaching and Leadership, Sydney
2019

Doctor of Philosophy
School of Theology, Charles Sturt University, Australia
Thesis: "Ijtihād and its Relevance to Muslims in Australia"
2015

Master of Arts (with Merit) Arabic & Islamic Studies
University of Sydney, Australia
Thesis: "The Concept of Shari'a and the Relevance of Islamic Jurisprudence to Muslims in Western Countries"
2011

Diploma in Practice Management
University of New England, Australia
2009

Masters in Commercial Sciences and Business Administration (with Merit)
Holy Spirit University of Kaslik, USEK, Lebanon
Thesis: "Les Relations Entre la Sécurité Sociale et les Hôpitaux Privées au Liban"
1991

Leadership Experience

Volunteering History of Appointments

- **Treasurer**, Board of Directors, Sydney Community Connect (NGO), Apr 2023 – Jun 2024
- **Advisory Committee & Reference Group Member**, Family and Children, Canterbury & Bankstown Council, Mar 2018 – 2021
- **Treasurer**, Board of Trustees, Islamic Relief Australia (NGO), Mar 2016 – Jun 2020
- **Consultant to the CEO**, Islamic Relief Australia, Feb 2015 – Oct 2017
- **Board Member**, Board of Trustees, Islamic Relief Australia, May 2014 – Jun 2020
- **Board Member**, ISRA Foundation, 2011 – 2014
- **Organising Committee Member**, First Australasian Conference, Sydney, 2013
- **Executive Member**, ISRA Foundation, 2009 – 2014
- **Member**, Australian Association of Practice Managers Ltd, 2008 – 2013

Employment

Casual Academic, Teaching
UNSW, School of Management and Governance
September 2024 – Present

- Teach “Responsible Business Professionalism” (MGMT5050) to postgraduate students, guiding them through ethical frameworks, sustainable commitment, leadership and professional standards.

- Engage students through active learning strategies, case studies, and group activities and discussions to enhance their understanding of business ethics, sustainability and corporate social responsibility.

Founding Director
ALN
November 2020 – Present

- Founded and manage a network focused on nurturing global leaders and empowering women and individuals to make a positive societal impact.

- Deliver leadership coaching and workshops on topics such as leadership foundations, values, ethics, sustainability, effective communication, innovation, change management and strategy.

- Spearhead training initiatives in leadership mentoring, personal development and organisational consultancy to build the capacities of individuals and teams.

- Lead individual and organisational transformation through collaborative approaches, fostering team trust and driving effective decision-making.

Peer Reviewer for International Journals

- “A Comparative Study of Shi’a Public Shari’a Law and Sunni Public Shari’a Law, Public Finance and State Regulations of Banking System in Islam for the *International Journal of Finance and Economics*, 2019.

- “Recognition and Enforcement of Indonesian Sharia Arbitration Board (Basyarnas) Award’s Abroad” for SAGE Open, 2021.

Scholarly Contributions and Conference Presentations

- “Women’s empowerment through education and training.”
  LEO conference, via Zoom, USA, 11 Jul 2024.

- "How can the leader's Personal Contingent Leadership Paradigm that is based on servant leadership can provide leadership guidance that secures desired outcomes for the organisation in times of uncertainty?" *International Conference on Servant Leadership, Istanbul, Turkey, 23 Oct 2023.*

- "Insight on leadership of Muslim women: Qurʾanic perspective." *Symposium of Muslim Women and Agency in the Australian Context, University of Sydney, Australia, 21-22 Feb 2018.*

- "The relevance of waqf (philanthropic institution) to the Australian society from the perspective of maqāṣid al-Sharīʿah (higher objectives of Sharīʿah)." *The 4th GWC, Swansea University, Wales, UK, Sep 2016.*

- "Identity formation of Muslim women in Australia" *The Australasia Conference of Islam, Sydney, 25-26 Nov 2013.*

Significant Publications

Books

- El Ayoubi Gebara, R. (2017). *Ijtihad: Independent legal reasoning and Muslims in Australia*. LAMBERT Academic Publishing.

- El Ayoubi Gebara, R. (2016). *The relevance of Islamic jurisprudence to Muslims in the West*. Dar El Chimal International Co.

- El Ayoubi Gebara, R. *La relation entre la sécurité sociale et les hôpitaux privés Au Liban*. Dar El Chimal International Co.

Book Chapters

- El Ayoubi Gebara, R. "Waqf versus trust: Negotiating the concept of religious endowments in Australia" In Nor Asiah Mohamad, Md Zahidul Islam, Zubaidah Syed Abdul Kader and Mohd Yaziz Mohd Isa (Eds.), *Waqf in selected Asian countries*. GWC.

Journal Articles

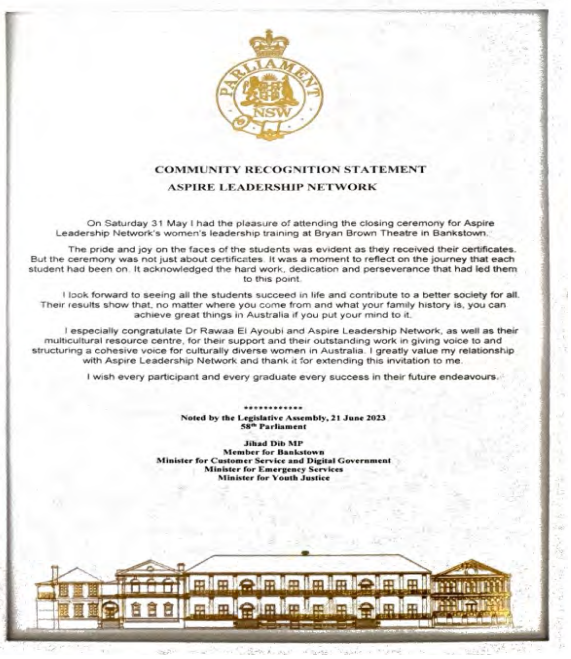
- El Ayoubi, R. (2024). Developing a strategic foresight model for the management consulting industry. *International Journal of Science, Engineering and Management* 11(9). https://ijsem.org/strategic-foresight.php

- El Ayoubi, R. (2023). How can a leader's Personal Contingent Leadership Paradigm, rooted in servant leadership, provide guidance for effective leadership in uncertain times? *European Economic Letters* 13(5), 1773–777. https://doi.org/10.52783/eel.v13i5.968

- El Ayoubi, R. (2017). Islamic law and modernity. *Oxford Journal of Law and Religion* 6(2). https://doi.org/10.1093/ojlr/rwx021

RECOGNITIONS AND AWARDS

- **Community Recognition Statement, Aspire Leadership Network.**
  Outstanding work and support in giving voice to and structuring a cohesive voice for culturally diverse women in Australia, 21 Jun 2023
  Hon. Jihad Dib MP, Member of Parliament for Bankstown, Minister for Customer Service and Digital Government, Minister for Emergency Services, Minister for Youth Justice in the 58th Parliament of New South Wales.



COMMUNITY RECOGNITION STATEMENT
ASPIRE LEADERSHIP NETWORK

On Saturday 31 May I had the pleasure of attending the closing ceremony for Aspire Leadership Network's women's leadership training at Bryan Brown Theatre in Bankstown.

The pride and joy on the faces of the students was evident as they received their certificates. But the ceremony was not just about certificates. It was a moment to reflect on the journey that each student had been on. It acknowledged the hard work, dedication and perseverance that had led them to this point.

I look forward to seeing all the students succeed in life and contribute to a better society for all. Their results show that, no matter where you come from and what your family history is, you can achieve great things in Australia if you put your mind to it.

I especially congratulate Dr Rawaa El Ayoubi and Aspire Leadership Network, as well as their multicultural resource centre, for their support and their outstanding work in giving voice to and structuring a cohesive voice for culturally diverse women in Australia. I greatly value my relationship with Aspire Leadership Network and thank it for extending this invitation to me.

I wish every participant and every graduate every success in their future endeavours.

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Noted by the Legislative Assembly, 21 June 2023
58th Parliament

Jihad Dib MP
Member for Bankstown
Minister for Customer Service and Digital Government
Minister for Emergency Services
Minister for Youth Justice

- **Certificate of Appreciation, CALD Women's Leadership Mentoring Program.** In recognition of Dr. Rawaa's exceptional commitment, guidance and invaluable support as a mentor in CALD Women's Leadership Program, Nov 2023

  Western Sydney MRC

WESTERN SYDNEY MRC

CERTIFICATE OF APPRECIATION

CALD WOMEN LEADERSHIP MENTORING PROGRAM
NOVEMBER 2023
THIS CERTIFICATE IS PRESENTED TO :

Dr. Rawaa El Ayoubi

In recognition of your exceptional commitment, guidance, and invaluable support as a Mentor in our CALD women's leadership program.
Your dedication has empowered and inspired the next generation of women leaders, leaving an indelible mark on our community.

NATHAN BURBRIDGE
ACTING CHIEF EXECUTIVE OFFICER & DIRECTOR OF SERVICES

ROLA HIJWEL
CHAIRPERSON, WESTERN SYDNEY MRC

POWERED BY COMMUNITY

- **Woman of the Year Award, Recognition for outstanding community work and leadership development initiatives. January 2024**

  Clr Bilal El Hayek, Mayor of Canterbury and Bankstown Council

CANTERBURY BANKSTOWN
Australia Day
Awards 2024
Help us say 'thanks' to our hidden heroes

COMMUNITY WOMAN OF THE YEAR
FINALIST
Presented to
Rawaa El Ayoubi

January 2024

Clr Bilal El-Hayek
Mayor

- **Community Recognition Statement, Winner of 2024 Community Women of the Year, 13 Mar 2024**

  Hon. Jihad Dib, Member of Parliament for Bankstown, Minister for Customer Service and Digital Government, Minister for Emergency Services, Minister for Youth Justice in the 58th Parliament of New South Wales

COMMUNITY RECOGNITION STATEMENT

WINNER OF 2024 COMMUNITY WOMEN OF THE YEAR

It is with great honour and admiration that I extend my heartfelt congratulations to Dr. Rawaa El Ayoubi, the worthy recipient of the 2024 Community Woman of the Year award. In a community overflowing with remarkable individuals, Dr El Ayoubi has risen above and beyond, embodying the spirit of compassion, dedication, and resilience.

Dr El Ayoubi has tirelessly devoted her time and efforts to enhance the well-being of our community. Through her dedication and commitment to various charitable programs, she has become a driving force for positive change. Whether its organising impactful community events, championing important social causes, or lending a helping hand to those in need, Dr El Ayoubi has demonstrated an unparalleled passion for making a difference.

In addition to her outstanding community contributions, Dr El Ayoubi exemplifies the qualities of a true role model. Her resilience in the face of challenges, her commitment to inclusivity, and her genuine concern for the well-being of others set a standard that inspires us all to strive for greatness.

Congratulations, Dr El Ayoubi on winning the 2024 Community Woman of the Year!

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Noted by the Legislative Assembly, 13 March 2024
58th Parliament

Jihad Dib MP
Member for Bankstown
Minister for Customer Service and Digital Government
Minister for Emergency Services
Minister for Youth Justice

- **Community Recognition Statement, Aspire Leadership Network.** Acknowledging the founder Dr. Rawaa El Ayoubi for her leadership in providing this platform for candidates to develop and excel as leaders in business and in the community, 6 Jun 2024

  Hon. Jihad Dib MP, Member of Parliament for Bankstown, Minister for Customer Service and Digital Government, Minister for Emergency Services, Minister for Youth Justice in the 58th Parliament of New South Wales

COMMUNITY RECOGNITION STATEMENT

ASPIRE LEADERSHIP NETWORK

Aspire Leadership Network, in my electorate of Bankstown, is an exciting venture borne out of the undying desire to empower and transform both individuals and communities through the application of leadership principles. Through their programs, services, and workshops, they enable individuals to create lasting, positive change in their communities and themselves by harnessing the insights and resources they provide to help achieve transformation at every level.

Recently I had the opportunity to attend a networking group session with local women in business to share insights on the importance of women's leadership and empowerment. Through our discussion I was able to highlight government initiatives and policies available to support women in leadership roles.

I would like to acknowledge, founder, Dr Rawaa El Ayoubi for her leadership in providing this platform for candidates to develop and excel as leaders in business and in the community. Programs like the Aspire Leadership Network offer significant opportunities for women in business and emerging leaders to collaborate and exchange ideas.

I look forward to participating in further networking sessions as I continue to engage in discussions and contribute insights on government initiatives for women in leadership positions.

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Noted by the Legislative Assembly, 06 June 2024
58th Parliament

Jihad Dib MP
Member for Bankstown
Minister for Customer Service and Digital Government
Minister for Emergency Services
Minister for Youth Justice

III. COMPETENCIES, SKILLS AND PRIORITY ACTIONS

Over the past 20 years, the researcher has worked on and refined a set of leadership competencies from their education, leadership training and experiences. These competencies are tied to leadership capabilities in strategic, operational, people management and leadership contexts:

1. The researcher is influenced by the reflective mindset that refers to "managing self" and developing the ability to reflect according to one's experiences and mistakes. Gosling and Mintzberg (2003) make the point that organisations need managers who can balance their personal and managerial reflections. Blank (1995, p. 99) echoes this idea by suggesting that leaders must map the territory while providing direction to reveal opportunities and uncover problems. According to the researcher, managing self is **first** linked to the competency of *visionary leadership*. This is about envisioning how the organisation will get from the current reality to where it needs to go to be successful. The researcher endorses Covey's (1992, p. 69) idea: "I teach them correct principles and they govern themselves". These principles uplift, fulfil, empower and inspire people to map a road governed by principles and paved with the organisation's strategies, plans, policies and procedures (Blank, 1995, p. 93). **Second**, the competency of *strategic foresight thinking*. This is about enabling the organisation to successfully accomplish its goals by emphasising the importance of a collective mission and taking risks to innovate while demonstrating high standards of ethical and moral conduct (Bass & Riggio, 2014, p. 6). Moving from theory to practice, the researcher is a role model and keeps growing through continuous learning, self-development training and ensuring that others are doing continuous training as well. They spend time to make personal contact with people by asking what matters to them about work and always reminding them about the organisation's vision.

2. The researcher is influenced by the collaborative mindset that refers to "managing relationships" (Gosling & Mintzberg, 2003) by developing partnerships and networks, which manifests under the third competency of *fostering collaboration and commitment*.

   This takes courage to decide with whom the researcher needs to engage and align goals with principles and values then convert strategy into an action plan.

In this regard, transformational leadership is related to follower commitment and job satisfaction that is liaised by leader fairness and trust in the leader (Bass & Riggio, 2014, p. 53). The researcher's action idea is to hold values clarification sessions that give them the chance to clarify the organisation's core values and guide discussion toward aligning these with goals.

Collaborative relationships are one of the essentials of this competency – *fostering collaboration and commitment* – and should be practised by focusing on its development and team building that encourages, nurtures and develops leadership capabilities in many people (Jones, 2012). This is useful when leaders build enthusiasm and inspire commitment toward strategic planning, as stressed by Waldman and Javidan (2002), who outline that transformational leaders might influence strategy discussion as anxious followers look to the leader for direction. For instance, a consultant was hired to facilitate strategy planning in the organisation the researcher works for, suggesting the team email their creative ideas beforehand so they can be part of the decision-making. This was beneficial for the team in terms of productivity, trust, enthusiasm and collaboration. Also, the organisation's culture was creating more innovative projects and the team built a culture of risk-taking decisions.

3. Additionally, the researcher is influenced by the mindset that refers to "managing contexts". This means appreciating cultural differences and diversity and responding accordingly (Gosling & Mintzberg, 2003). This mindset manifests under the fourth competency – *empowering and inspiring autonomy*. Bass and Riggio (2014, p. 43) argue that transformational leaders gain followers' trust by maintaining their integrity and dedication, by being fair in their treatment and demonstrating their faith in followers by empowering them.

   A culture of autonomy is the path to empowering people rather than micromanaging (Aminov et al., 2018). Furthermore, good communication is essential to empower people, which is practised by listening empathically (Covey, 1992, p. 279) for "empathic listening is so powerful because it gives you accurate data to work with" and "this is one of the greatest insights in the field of human motivation" (Covey, 1992, p. 279).

The above competencies are integral to the researcher's effective leadership in various settings and align with their skills. The question, though, is what benefits current and

next generation leaders can gain from theses competencies and to grow and develop the values needed for continuing leadership.

The researcher concurs with Bennis and Nanus (2003), who argue that transformational leaders develop an organisation's vision, develop commitment and trust among workers, and facilitate organisational learning. They also found that leaders should begin the transformation by first "getting the right people on the bus and the wrong people off the bus and then figured out where to drive it" (Collins, 2001, p. 13). According to INSEAD Professor of Management Practice Woodward (2017), leadership is a journey not a destination and this reality raises one pertinent question: What priority actions need to be done to develop the researcher's skills further?

To provide an appropriate framework and adequate skills fitting their new situation, the researcher concludes with three **priority actions** that demand focus on specific competencies, encouraging collective and emergent leadership development:

1. **Continuously learn and develop**: The step after choosing the right people is to train everyone according to their talents and skills. Appropriate training should be provided for leaders and employees to support and promote the capabilities listed in the SEC model. It is important that leaders stay aware and invest in learning and training. According to a Deloitte study (Kwan et al., 2020), millennial employees said leadership development opportunities were the third most effective retention initiative. It is about creating capability and confidence: considerate leadership is when leaders provide support, mentoring and coaching (Bass & Riggio, 2014, p. 5). For instance, the researcher witnessed these benefits while completing a course at the AICD after they felt there was a need for knowledge and training in their position on the board of trustees of a not-for-profit organisation. This decision gave them profound insights about leadership effectiveness. They became more consciously aware of themself, their colleagues on the board, the context and the purpose of their leadership.

2. **Empower effectively and foster a culture of confidence**: According to (Covey, 1992, p. 69), leaders can transform organisations and people then foster this confidence culture by communicating vision, clarifying purpose and building trust. However, this is not enough according to Marquet (2012, p. 206), who believes passive followers can be turned into active leaders through building trust and taking care of employees by giving them control over their

work and letting them make meaningful decisions. The researcher started this practise with their team and it has been beneficial. For example, when developing innovative services, the researcher emphasises creative capabilities such as brainstorming and ensures the team is part of decision making.

3. **Catalyse network development with stakeholders**: According to Anderson (2020, p. 41), stakeholder engagement is practised by first building continuous meaningful stakeholder relationships and second developing a stakeholder strategy in parallel with business strategy to understand the changing environment. This allows the organisation to effectively deal with crises, create long-term relationships built on trust that help mitigate risk, and innovate and create new business opportunities (Anderson, 2020, p. 41). For instance, the researcher used to follow the old school of senior management, which was resistant to caring for stakeholder engagement. With this new SEC model, the researcher has found that stakeholder engagement contributes to the business' viability. This change must come from the leader and support new ideas of collaboration with stakeholders.

IV. PROJECTS AND INITIATIVES

At the end of 2020, the researcher founded a leadership and management consultant firm, the ALN, with the **vision** of *developing a pipeline of diverse and innovative future leaders for society at all levels*. The **mission** is *to champion leadership excellence and innovation in both business and community contexts through cutting-edge programs firmly rooted in proven theories and techniques, all while maintaining a commitment to sustainability.* Its **purpose** is to *help develop high-trust, diligent future leaders that honour people, defy the critics and thrive in the face of difficulties*.

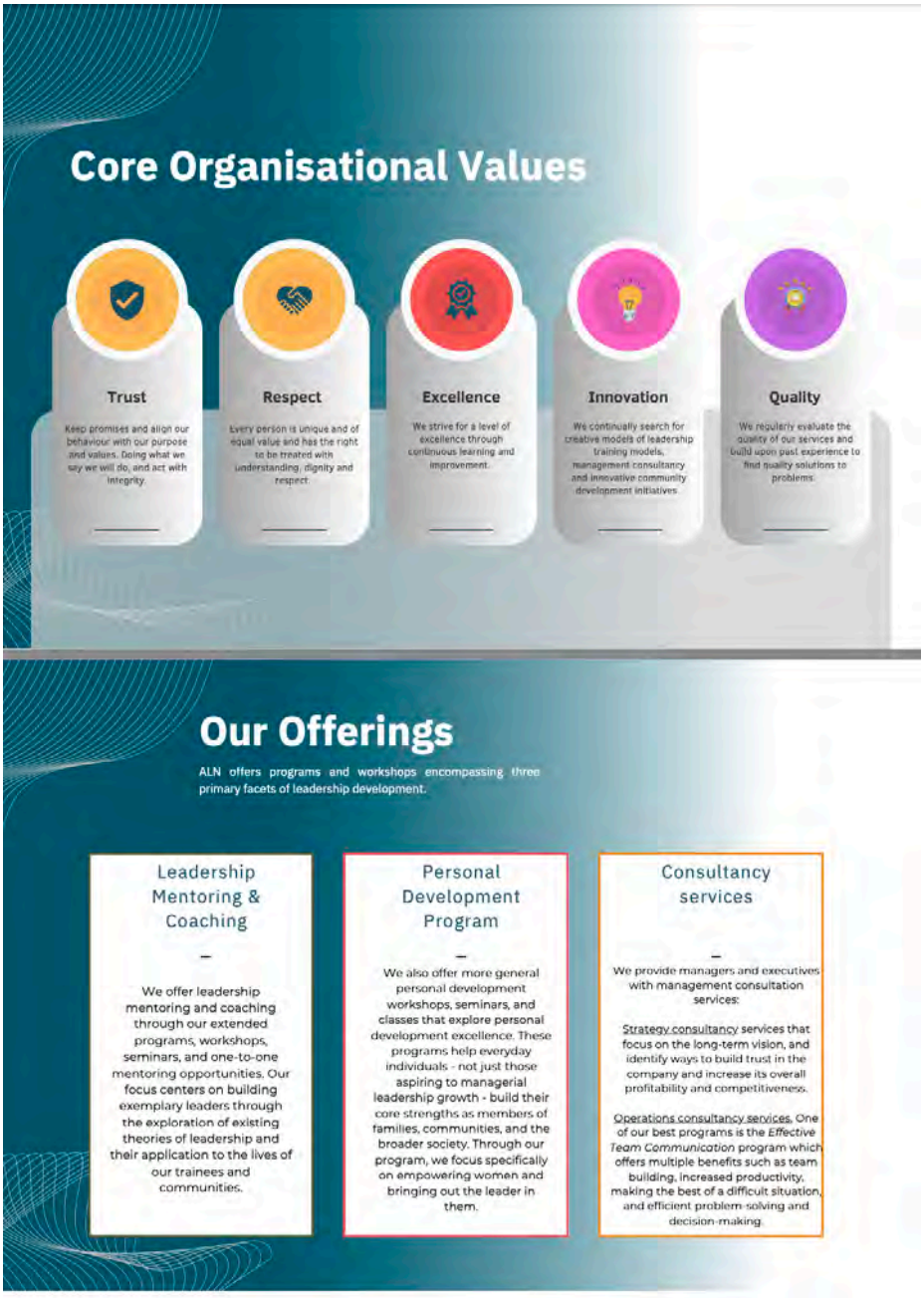
1. Introducing the Aspire Leadership Network: Organisation Profile

Launched in 2021, the ALN is an exciting new venture borne out of the unifying desire to **empower and transform individuals and communities** through the application of **leadership principles.**

The ALN is a **thought leadership and training organisation** that seeks to provide holistic leadership education through a teaching method through cutting-edge programs firmly rooted in proven theories and techniques.

The researcher believes that leadership is a **powerful tool** that can be applied in every aspect of life, and not just by those literally in positions of management or those who have rank or authority. Leadership is an attribute and series of characteristics that can be harnessed by anyone who has the ability to serve people and move them towards goals.

Through ALN programs and workshops, the researcher hopes to enable clients and students to create lasting, positive change in their communities and themselves by harnessing the insights and resources to help actualise transformation at every level.



2. Leadership Training Programs

a. ALN's Women's Leadership Development

This ten-hour training program received recognition in the New South Wales Parliament, garnering attention for its outstanding contributions to developing 17 effective female leaders from the culturally and linguistically diverse (CALD) community.

At the end of 2022, MRC Western Sydney approached the researcher to develop a ten-hour leadership program aimed at empowering women from CALD backgrounds and training them in leadership and management. This program was delivered by the researcher in April–May 2023.

Through its programs, seminars and workshops, this initiative enabled participants to create lasting, positive changes in their communities and within themselves. The program provided insights and resources designed to facilitate transformation at multiple levels. Specifically tailored for established and emerging women leaders, the program helped participants seek clarity in their personal and professional goals. It focused on building self-awareness and developing personalised strategies and development plans to motivate participants to pursue their objectives, maintain resilience, and achieve consistency in their actions. Additionally, it guided participants on how to direct their energy effectively, balance different aspects of their lives and take corrective actions to restore balance when needed. The program emphasised empowering women to discover and cultivate their leadership potential. This empowerment is only achievable when women are equipped with the knowledge and training necessary to make informed decisions and take proactive steps in their lives.

Western Sydney MRC organised the Women's Leadership Development Training Program that was prepared and facilitated by the researcher. This program was funded by the NSW Multicultural. The course covered four sessions: leading yourself, building your self-resilience, determining your leadership style and writing strategic plans. The closing ceremony took place at the NSW Parliament House in November 2023, where the researcher presented certificates to the 17 women leaders who completed the training. Notably, the women's leadership program garnered recognition in the NSW Parliament for its contributions to developing strong female leaders. Moreover, on 25 January 2024, the researcher was honoured with the "Woman of the Year" accolade in

the community service category by the Mayor of Canterbury-Bankstown, in acknowledgment of their significant contributions to Australian society.

Below is the runsheet for the graduation ceremony, the researcher's speech at the NSW Parliament House, the researcher's profile prepared by Western Sydney MRC and the booklet for the Women's Leadership Development Program prepared by the researcher.

SSI NSW Multicultural FECCA MRC

CALD Women Leadership graduation ceremony

Thursday, 23rd of November
Jubilee Room, NSW Parliament, 6 Macquarie Street, Sydney

- **Starts** at 12:30 pm
- **Closure** at 2 pm
- **Lunch:** Canape style
- **Master of ceremony:** Nathan Burbridge, Acting CEO of Western Sydney MRC
- **Event coordinator:** Nadia Bouchti, Community Development officer 0409 152 271, nadia@wsmrc.org.au

Guest list

- The Hon. Stephen Kamper, MP - Minister of Multiculturalism
- The Hon. Jodie Harrison MP - Minister for Women, Minister for Seniors, and Minister for the Prevention of Domestic Violence
- Ms. Helen Minnican- Clerk of the Legislative Assembly
- Joseph La Posta - CEO, Multicultural NSW
- Charisma Kaliyanda MP - Member for Liverpool
- Nathan Hagarty MP - Member for Leppington
- Tina Ayyad MP - Member for Holsworthy
- Greg Warren MP - Member for Campbelltown
- Rola Hijwel, Chairperson, Western Sydney MRC
- Board Directors, Western Sydney MRC
- Nathan Burbridge - Acting CEO, Western Sydney MRC
- Dr Rawaa El Ayoubi - Founder & Director, Aspire Leadership Network
- Thabisa Whittington - Policy and Project Officer, FECCA
- CALD women leadership program - Mentors and mentees and their guests
- Western Sydney MRC staff

SSI NSW Multicultural FECCA MRC

1st Session - Question time (Only the graduated women)

Time	Description	Presenter
10:30 am	Arrival - NSW Parliament	
10:45 am	Meet at the reception	Only graduated
10:55 am	Questions time	Only graduated
12 pm	Leave the Question time	

2nd Session - Graduation ceremony (Everyone)

Time	Description	Presenter
12:15 pm	Guests' Arrival - Jubilee Room	
12:30 pm	Welcome Address	MC- Nathan Burbridge
12:35 pm	Opening Remarks by Chairperson of Western Sydney MRC	Rola Hijwel
12:40 pm	Keynote Address by Minister for Multiculturalism	The Hon Steve Kamper MP
12:45 pm	Address by event's Co-host, Member of Liverpool	Ms Charishma KALIYANDA, MP
12:47 pm	Insights from Founder & Director of Inspire Leadership Network	Dr Rawaa El Ayoubi
12:50 pm	Presentation of Certificates	Dr Rawaa El Ayoubi Distinguished guests

SSI NSW Multicultural FECCA MRC

Time	Description	Presenter
1 pm	Group Photograph Session	Everyone
1:05 pm	Graduated Address	Lizzie Wong Tahani Husari
1:15 pm	Mentor Representative Address	Vidia Henshaw
1:20 pm	Networking Session	-
2 pm	Closing Remarks by the program's lead	Nadia Bouchti

Thank you for joining us

Aspire Leadership Network

Speech at NSW Parliament House

23/11/2023

Distinguished guests,

Thank you for taking time out of your busy schedules to be here. We gather here today to celebrate the graduation of seventeen exceptional women leaders. I extend my heartfelt congratulations to each one of them for successfully completing the CALD Women's Leadership Training Program.

It is a privilege to stand among such inspiring women, witnessing their strength, creativity, and unwavering commitment. These exemplars are vital, not only in this context but also their success serves as a beacon of hope, propelling women forward in our corner of the globe.

When Nadia invited me to join their initiative and provide the ladies with ten hours of leadership training, I recognised it as an alignment with the path I had already embarked upon with my academy. It is a humbling experience to stand before you as the facilitator of this transformative journey for these extraordinary women. The program continued through mentoring by high-calibre mentors who are here with us today.

You know, they say behind every successful man, there's a woman. Well, I say it's about time we put that woman in the front seat, don't you? After all, if women can multitask like pros, I'm sure they can handle the complexities of leadership with a breeze!

On a more serious note, it's often said that a good leader inspires people to have confidence in the leader, while a great leader inspires people to have confidence in themselves. And that's precisely what women in leadership roles can do. They not only bring their unique perspective and talents to the table but also empower those around them.

When we think of influential leaders, names like Queen Rania, Jacinda Ardern, come to mind. These women have demonstrated that leadership knows no gender boundaries. Their stories tell us that leadership is about character, vision, and the ability to bring about change. It's not about whether you're a man or a woman; it's about your passion, dedication, and commitment.

Women account for less than 7 percent of the world's leaders. In Australia, the actual statistics are truly alarming – females represented 28.1% of directors, 18.3% of CEOs, and 14.6% of board chairs in Australia in 2019-20 according to Australian Government data.

Aspire Leadership Network

This is due to the "glass ceiling," often discussed as an invisible barrier that holds women back from reaching the highest levels of leadership. Well, I say it's time to shatter that glass ceiling into a thousand pieces. It's not just about breaking through; it's about rebuilding the structure entirely. As women, you're not here to merely participate; you're here to redefine leadership itself.

Women have an innate ability to empathise, connect, and communicate effectively. These are strengths that the world desperately needs in leadership positions. The best leaders are those who listen, understand, and care. Women, I believe, excel in these attributes.
There's a wonderful saying that goes, "A woman is like a tea bag; you never know how strong she is until she's in hot water." Well, I'd say women have been in hot water for centuries, and their strength is undeniable. The challenges they've faced have only made them more resilient and determined.

Almost everyone acknowledges you learn best when you teach another. So dear ladies, teaching people what you have learned is the best way to internalise the knowledge. To know and not to do is really not to know. To learn and not to do is not to learn. In other words, to understand something but not to apply it is really not to understand it. It is only in the doing, the applying that knowledge and understanding are internalised.

So, to all the women out there aspiring to be leaders or already leading – embrace your strength, your uniqueness, and your vision, STAND up for what you believe in. When you do that, you become not just pioneers but trailblazers. Not just leaders but inspirations. Today's ceremony is a testament to the collective strength and determination of these incredible women leaders, and I eagerly anticipate the positive influence they will undoubtedly wield as they continue to break barriers and pave the way for a more inclusive and dynamic future. Congratulations to each graduate for reaching this significant milestone and may your leadership journey continue to flourish and inspire others.

My gratitude extends to the Western Sydney MRC for integrating my leadership training program into their curriculum, and to the NSW Multicultural department for their generous support.

We must continue to encourage and support women in leadership positions because when they rise, the whole society rises. Let's work together to break down barriers, challenge stereotypes, and create a world where leadership is truly gender blind.
Thank you for your time, and let's continue to celebrate and champion women in leadership!

Dr. Rawaa El Ayoubi
Founding Director
ALN

SSI | NSW Multicultural NSW | FECCA | Aspire Leadership Network | Western Sydney MRC

Women in Leadership

Dr. Rawaa El Ayoubi

Founder and Director of Aspire Leadership Network

Profile

- Dr. Rawaa is an accomplished professional with an extensive academic background and practical leadership experience. Holding two Master's degrees in Administration and Arts, a diploma in Practice Management, and a Ph.D. in Philosophy, she possesses a unique blend of academic excellence. Her academic expertise extends to Islamic studies, enriching her multifaceted skill set.
- Dr. Rawaa has a proven track record of contributing to the community, having served on the boards of directors for renowned educational and charity organisations.
- A Graduate Member of the Australian Institute of Company Directors (AICD), Dr. Rawaa's dedication to leadership is evident in her previous role on Canterbury & Bankstown City Council's Advisory Committees of Family and Children Reference Groups in Sydney.
- Currently pursuing a Doctorate of Business Leadership from Torrens University, she remains at the forefront of academic excellence.
- As a member of the Board of Directors of Sydney Community Connect and the founder and director of Aspire Leadership Network, Dr. Rawaa has carved a niche for herself as a visionary leader.

Strengths

- Dr. Rawaa's expertise transcends academia and extends to the practical application of modern leadership theories combined with Islamic principles.
- She has a commitment to continuous learning which is essential for achieving her purpose. Her dedication propels her beyond obstacles, maintaining unwavering momentum in her pursuit.
- She is an exemplary leader who clarifies principles and sets a model for others to follow.
- She commits to emphasise the pivotal role of empowering women in uplifting entire societies.

Challenges

- Challenging stereotypes against female leadership in pursuit of equitable opportunities.
- Balancing commitments: Managing multiple roles, including academic pursuits, board memberships, and founding a leadership academy, pose challenges in time management and work-life balance.
- Diverse skill integration: Integrating diverse skills from academic disciplines, Islamic studies, and leadership theory require consistent effort to find synergy between these areas.

5 Top Tips

1. **Continue Learning: Leadership requires ongoing learning and adaptability to overcome challenges.**
2. **Clarify Principles: Before leading, define your principles and values to set a strong example for others.**
3. **Empower Women: Empowering women has a far-reaching positive impact on society.**
4. **Lead by Example: Break barriers and lead with courage, inspiring others to do the same.**
5. **Empower those you lead, stand up for what you believe in and lead by example.**

"Good leadership is about building credibility and trust."

Dr. Rawaa El Ayoubi

Level 2, 178 Queen Street, Campbelltown NSW 2560.
108 Moore Street, Liverpool NSW 2170. Tel: 8778 1200

This program is funded by NSW Government, Multicultural NSW and SSI and delivered in partnership with FECCA and Aspire Leadership Network.

ASPIRE LEADERSHIP NETWORK (ALN)
BUILDING LEADERS
INSPIRING COMMUNITIES

Women's Leadership Development Program

A practical tool on how to empower women and plan success

This program is sponsored by Western Sydney MRC

Dr. Rawaa El Ayoubi
Founding Director of Aspire Leadership Network
dr.relayoubi@aspireleadershipnetwork.com.au
https://aspireleadershipnetwork.com.au/

Aspire Leadership Network

About the program

This program is designed for leaders and emerging women leaders seeking clarity in their direction and purpose in their life and career. It is about creating self-awareness and a personal strategy and development plan that will motivate them to achieve their goals and help them be resilient and consistent in their actions and decide where to put their energy, how to balance the different aspects of their life and when to take corrective steps and be resilient if something is going out the balance.

Moreover, it is about empowering women to bring out the leader in them. This can be done only if women are educated and trained on how to take corrective actions and are able to make decisions.

This development plan will help women to make decisions in their life and career, thus maintain balance in each aspect of their life, so they are more effective as a leader, parent, friend, colleague and community member. It will also help them to design and build their personal strategy that serves as a compass to fulfil their potential.

Women leaders need to understand what they are aiming for. More effectively, they need to be equipped with the right skills and tools to achieve their purposes.

The expert ALN facilitator will deliver this program across four face-to-face sessions to explore a range of topics, all focused on giving future leaders a launchpad to success.

It will be presented in a professional, relaxed and fun-filled way and the facilitator's motivational and supportive approach is one of the main reasons people choose to learn with ALN.

The ALN facilitator is also committed to ensuring that participants leave the program not only with a better understanding of how to bring out the leader in them and lead people but with the practical skills required to make it happen.

Benefits of training with ALN

Interactive workbooks that allow participants to implement theories on the spot and dive into a truly engaging experience.

Unique contents that are based on academic research and proven theories.

A world class facilitator with an academic background who is dedicated to move participants towards their goals by starting immediately to implement actions.

aspireleadershipnetwork.com.au

2

Aspire Leadership Network

Program Sessions

Session 1: Leading yourself

- Understanding leadership
- Women's leadership: Understanding your role
- The difference between management and leadership
- Develop your leadership skills
- The cycle of self-leadership
- Influencing effectively

Session 2: Building your resilience

- Self-awareness
- How resilient are you?
- Coping with pressure
- Developing a great attitude
- Realistic optimism

Session 3: Discover your leadership style

- Develop yourself as a leader
- Authority, presence and impact
- Flex your leadership style

Session 4: Write your strategic plan (PSP)

- Steps of a PSP
- Craft your vision, mission and purpose
- Determine your strengths and weaknesses
- Determine your goals
- Create a successful opportunity

aspireleadershipnetwork.com.au

3

b. End of Training Report

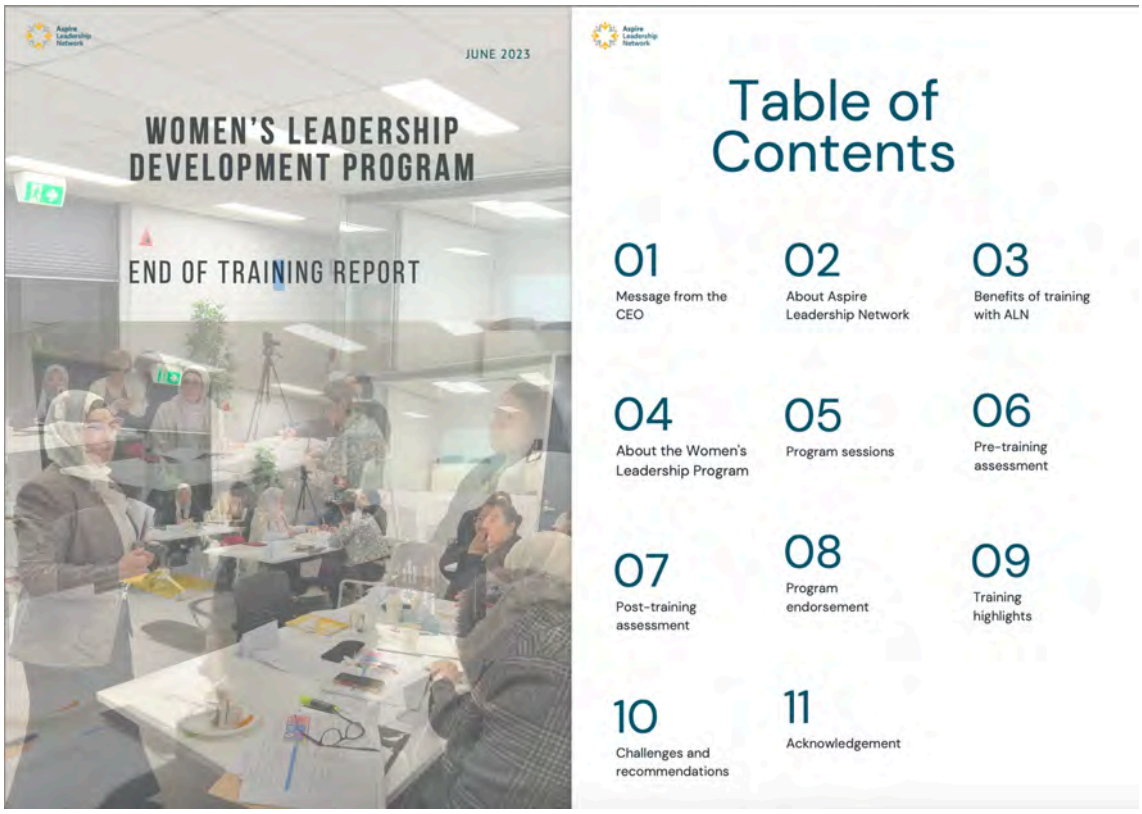
Before and after the Women's Leadership Development Training, the researcher sent surveys and questions to the 17 participants to assess the impact of the training and conduct a post-training evaluation.

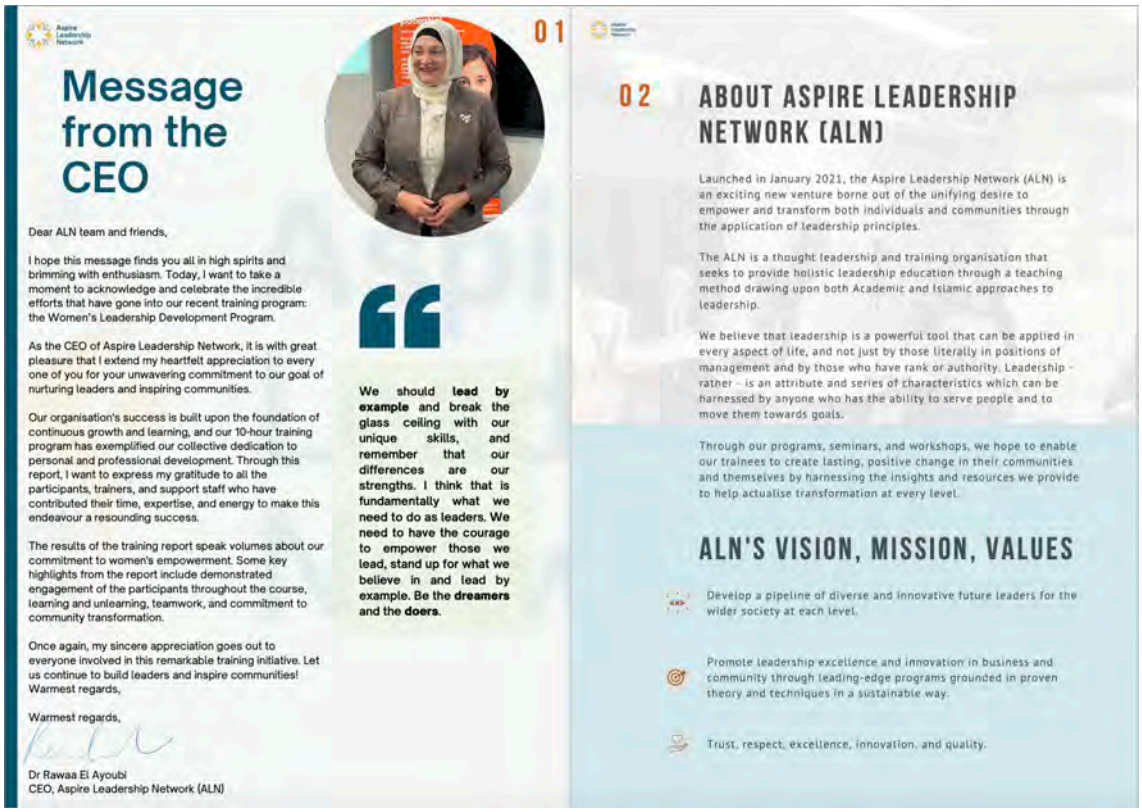
The results of the training report speak volumes about ALN's commitment to women's empowerment. Key highlights from the report demonstrate participant engagement throughout the course, learning, teamwork and dedication to community transformation.

These results reveal several key insights about the participants' needs and backgrounds. First, the fact that nearly two-thirds had never attended leadership training suggests a gap in professional development opportunities, which this training helped to fill. Additionally, with a significant portion of participants (41%) in their mid-to-late 30s, this training reached professionals likely at a critical stage in their careers, where leadership skills and opportunities for advancement can make a meaningful impact.

The data also indicates the absence of mentoring support (reported by over 80%) presents a substantial obstacle to leadership growth. This finding highlights the importance of mentorship as a tool for career advancement, suggesting that incorporating mentorship elements into future training could further enhance participants' development.

Finally, the high satisfaction rate (100%) shows the course's success in meeting participants' expectations, reflecting positively on the training's content and delivery. This satisfaction level may also indicate the course addressed participants' unmet needs for leadership skills and support, validating its overall approach and impact.





03

Benefits of Training with ALN

Interactive workbooks

We provide our trainees with interactive workbooks that allow them to implement theories on the spot and dive into a truly engaging experience.

Unique contents

Our materials are based on academic research and proven theories.

A world class facilitator

You will be supported by a world class facilitator with an academic background who is dedicated to move participants towards their goals by starting immediately to implement actions.

04

ABOUT THE WOMEN'S LEADERSHIP PROGRAM

This program is designed for leaders and emerging women leaders seeking clarity in their direction and purpose in their life and career. It is about creating self-awareness and a personal strategy and development plan that will motivate them to achieve their goals and help them be resilient and consistent in their actions and decide where to put their energy, how to balance the different aspects of their life and when to take corrective steps and be resilient if something is going out the balance.

10+ HOURS By ALN

Moreover, it is about empowering women to bring out the leader in them. This can be done only if women are educated and trained on how to take corrective actions and are able to make decisions.

This development plan will help women to make decisions in their life and career, thus maintain balance in each aspect of their life, so they are more effective as a leader, parent, friend, colleague and community member. It will also help them to design and build their personal strategy that serves as a compass to fulfil their potential.

COURSE THEMES

The course covered four themes: leading yourself, building your self-resilience, determining your leadership style, and writing strategic plans. The sessions featured interactive activities, and quality materials, with opportunities for the participants to network. The workshops were delivered by the ALN CEO, Dr Rawaa El Ayoubi.

Leading yourself *Building your resilience* *Determining your leadership style* *Writing your strategic plan*

05

Program Sessions

01 Leading yourself

- Understanding leadership
- Women's Leadership: Understanding your role
- The difference between management and leadership
- Develop your leadership skills
- The Cycle of Self-leadership
- Influencing effectively

02 Building your resilience

- Self-awareness
- How resilient are you?
- Coping with pressure
- Developing a great attitude
- Realistic optimism

03 Discover your leadership style

- Develop yourself as a leader
- Authority, presence, and impact
- Flex your leadership style

04 Write your strategic plan (PSP)

- Craft your vision, mission and purpose
- Determine your strengths and weaknesses
- Determine your goals
- Create a successful opportunity

Each session has its own practical exercises and activities that were used during the sessions and permitted participants to acquire and practice the knowledge given during the training.

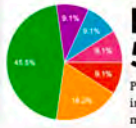
Also, each participant was given full support by the facilitator Dr. El Ayoubi during the program. This support was by answering their questions and explaining to them further outside of the four sessions via phone calls, messages, or emails.

06

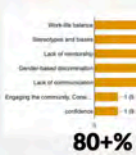
PRE-ASSESSMENT TRAINING RESULTS

63.6%
Participants have never attended a leadership training

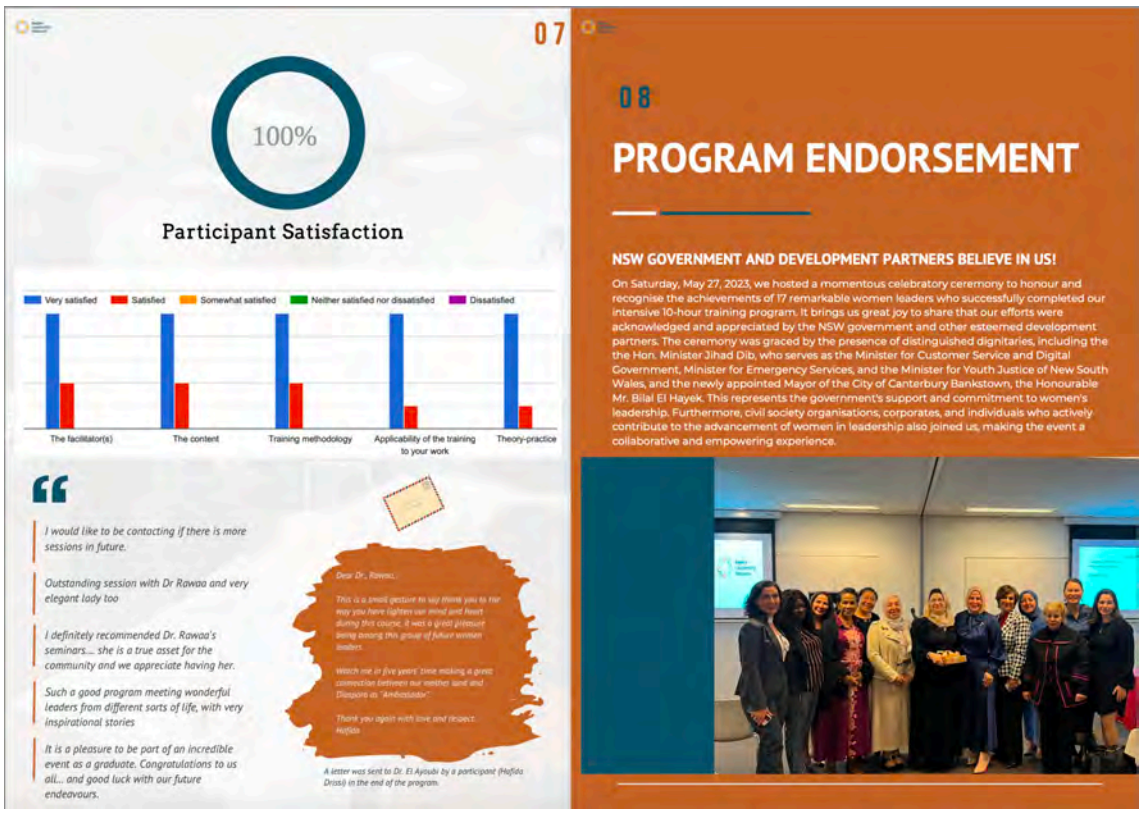
41%
Participants are 35-39 years old

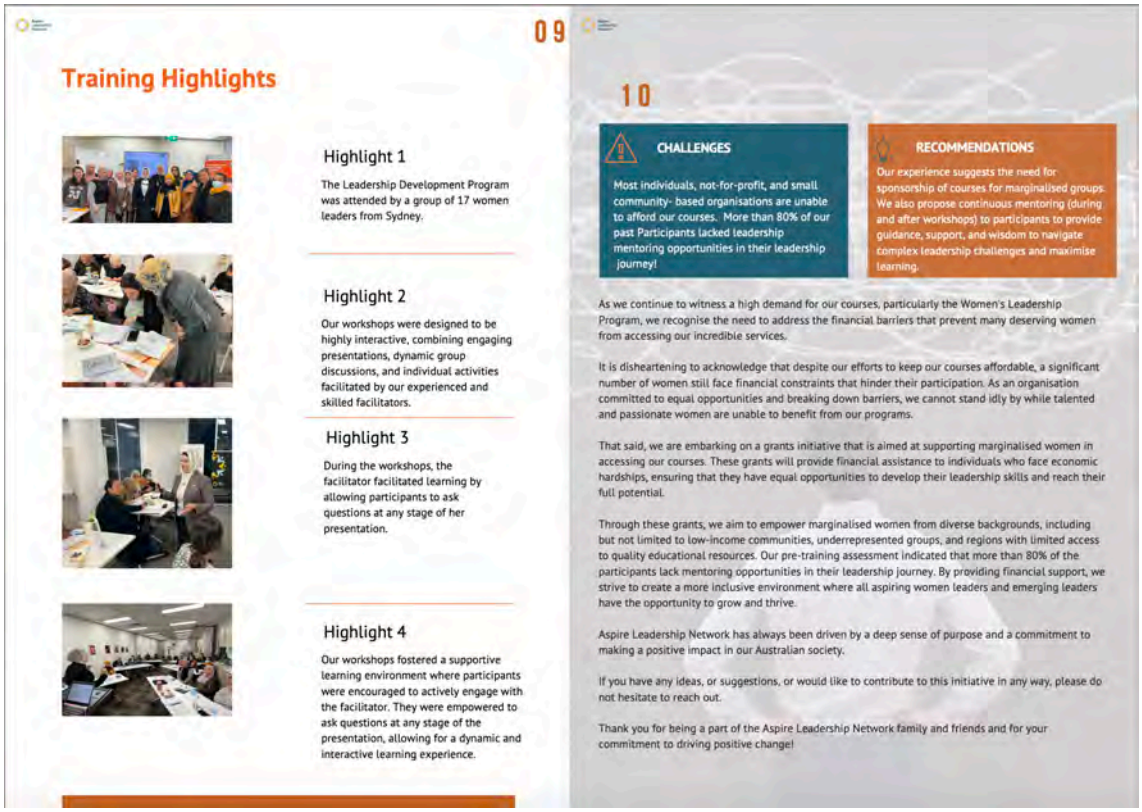


Nearly 50%
Participants are not in senior management roles



80+%
Participants lack mentoring opportunities and say it is a huge problem to their leadership growth.





c. Program Endorsement

On Saturday, 27 May 2023, ALN hosted a momentous celebratory ceremony to honour and recognise the achievements of 17 remarkable women leaders who successfully

completed our intensive 10-hour training program. It brought us great joy to share that our efforts were acknowledged and appreciated by the NSW government and other esteemed development partners. The ceremony was graced by the presence of distinguished dignitaries, including ministers, mayors and members of the NSW Parliament. This represented the government's support and commitment to women's leadership. Furthermore, civil society organisations, corporates and individuals who had actively contributed to the advancement of women in leadership also joined us, making the event a collaborative and empowering experience.

Leading by example and breaking the glass ceiling through unique skills of passion and determination to commitment, leaders should recognise that differences are strengths. The researcher believes that, at the core of effective leadership, is the courage to empower those they lead, stand up for their beliefs and set an example through their actions. Leaders should be visionaries and achievers, inspiring others not just to dream but to take action.

d. Gridware Training Program

Gridware is a renowned cybersecurity company based in Sydney, whose vision is to "aspire to make Australia the safest country in the world to do business online by securing the most critical areas of risk to keep customers ahead of today's threats". It contacted the researcher to design a customised 12-month leadership training program for its emerging and executive leaders. The researcher tailored the program by drawing on the SEC model. This program fostered the development of more effective leaders within the company. Grounded in research conducted within this DBL, the program incorporated innovative strategies supported by a robust evidence base.

Gridware has achieved numerous accolades, including, "Great Place to Work 2023 Certified / No. 4 Best Place to Work in Australia 2023" and "Australian Cyber Security Awards 2023 – Cyber Security Consulting Company of the Year (Finalist)". Following are a brochure for the leadership training programs that include services provided to the companies followed by an extract of the two programs prepared by the researcher for the Gridware team. This program commenced in November 2023.

Aspire Leadership Network

LEADERSHIP DEVELOPMENT TRAINING PROGRAMS

Dr. Rawaa El Ayoubi

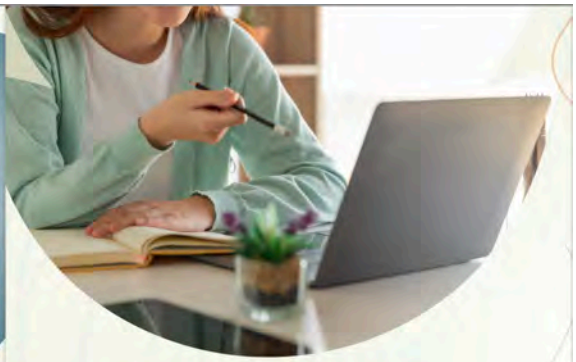
Welcome to Aspire Leadership Network: Developing Agile Leaders for a Dynamic World

In today's rapidly changing world, the demand for resilient and adaptable leadership is at an all-time high. At Aspire Leadership Network, our mission is to champion leadership excellence and innovation in both business and community contexts through cutting-edge programs firmly rooted in proven theories and techniques, all while maintaining a commitment to sustainability. We believe in cultivating leaders who transcend mere problem-solving, embodying qualities such as empathy and compassion.

Our tailored programs, designed for all organisational levels, aim to drive tangible behaviour change and facilitate transformative growth.
Join us in empowering your teams to navigate change with confidence and achieve collective success.

Advantages of Leadership Development Training:

- **Flexibility:** Trainees can choose the time and location for training, whether in person or online.
- **High Focus:** The training program maintains a strong focus on the development of leadership skills.
- **Customised Design:** Programs are designed according to the specific desires and needs of the trainee.
- **Versatility:** Trainees have the option to mix topics from multiple programs to address diverse needs.
- **Interactivity:** Engaging meetings foster interactive discussions and practical experiences.
- **Post-Course Support:** Trainers offer follow-up assistance to trainees as needed after the course.
- **Privacy:** Training sessions ensure complete privacy for the trainee.
- **Direct Communication:** Visual meetings facilitate direct communication between the trainer and trainee.



LEADERSHIP TRAINING METHODOLOGY

1. **Submission of Training Request:** Trainees complete a prepared form to request training.
2. **Price Quote:** Aspire Leadership Network will provide a price quote based on the submitted request and training needs.
3. **Payment Options:** Trainees pay training fees in advance.
4. **Pre-assessment Review:** Trainees undergo a placement test to assess their level.
5. **Confirmation Letter:** A confirmed letter detailing training specifics (schedule, methodology, topics) is sent to the trainee.
6. **Training Sessions:** Trainees attend scheduled sessions led by the trainer.
7. **Certification:** Upon completion of all sessions, a certificate is issued to the trainee.

Program 1

Senior Leaders & Executives: Empowering Leadership for Organisational Success

Stepping into senior, executive, and enterprise-level leadership roles demands a quantum shift. It's about performing while simultaneously driving transformation within the organisation. Our Executive Leadership Development Programs are crafted to expedite the growth of your key leaders. They empower executives to clarify priorities, inspire teams, foster innovation, spearhead strategic expansion, and cultivate cultures of excellence.

Distinguished Leadership Training Areas:

- Authentic Leadership/Leading Self
- Build your Self-awareness and resilience
- Connect your personal story to your leadership story
- Emotional intelligence
- Discover your leadership style
- Team Building
- Effective decision making
- Conflict resolution

15 to 20 hours of training

Program 2

Mid-Level & First-Time Managers: Nurturing Emerging Leaders for Impactful Change

Building a pipeline of effective leaders starts at every tier of your organisation. Our development journeys focus on equipping new and mid-level leaders with the essential skills and tools tailored to their roles. Through a seamless integration of assessment, development, and coaching, we deliver personalised learning experiences at scale. This approach ensures both employees and their managers embark on a journey of growth that aligns with organisational objectives.

Distinguished Leadership Training Areas:

- Leadership Basic Principles: Introduction to fundamental leadership principles.
- Understanding key characteristics of effective leadership.
- Difference between leadership and management.
- Exploring contemporary roles and trends in leadership.
- Tools for High-Performance Leadership.
- Leading change.
- Leadership Practices Model: Understanding and applying a model of leadership practices.
- Exploring methodologies for preparing leaders for success.

15 to 20 hours of training

Program 3

High Potentials: Preparing Tomorrow's Leaders for Today's Challenges

In today's dynamic landscape, grooming high potentials involves readiness for the unknown. Recognising that high potentials engage with learning differently, we offer Leadership Journeys designed to fortify both skill sets and mindsets. These journeys empower your most talented individuals to embrace broader leadership responsibilities in an era of disruption and change.

Distinguished Leadership Training Areas:

- The Cycle of self-leadership
- Influencing Effectively
- The power of paradigm
- Effective team-work
- Building trust
- Discover your leadership style
- Effective decision making
- Be proactive

10 to 15 hours of training

Program 4

Tailored Learning Strategies: Crafting Unique Pathways to Success

Drawing upon a rich array of learning strategies, we blend standardised leadership solutions with customised programs. This fusion allows us to craft a journey that is intricately woven into your business strategy, reflects your organisational culture, and aligns with your talent agenda. Together, we create a roadmap to elevate leadership capabilities and drive sustainable growth.

Distinguished Leadership Training Areas:

- Organisational Assessment
- Strategic Planning Principles: Understanding the fundamentals of planning science.
- Organisation Diagnosis: Utilising tools such as Porter's Five Competitive Forces, Leadership Evaluation Matrix, Competitive Advantage analysis, Balanced Scorecards, Share and Growth Matrix, Gap Analysis, SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.
- Writing a Plan: Elements include employing a scientific method for writing and evaluating the vision and message, formulating SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals, establishing strategy structures, and determining main and subsidiary strategies.

10 to 15 hours of training

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ASPIRE LEADERSHIP NETWORK (ALN)

BUILDING LEADERS
INSPIRING COMMUNITIES

Executive Leadership Development Program

A practical tool on how to empower top executives and plan success

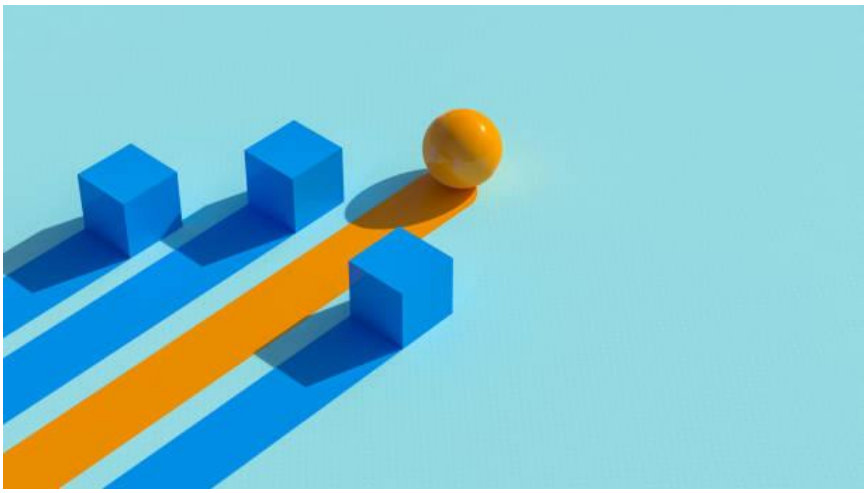
Dr. Rawaa El Ayoubi
Founding Director of Aspire Leadership Network
dr.relayoubi@aspireleadershipnetwork.com.au
https://aspireleadershipnetwork.com.au/

ASPIRE LEADERSHIP NETWORK (ALN)

BUILDING LEADERS
INSPIRING COMMUNITIES

Emerging Leaders Development Program

Build a high-trust and unified leadership team that delivers high performance outcomes



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https://aspireleadershipnetwork.com.au/

e. IWAA Training Program

The Islamic Women's Association of Australia (IWAA) is a not-for-profit organisation that delivers aged care support, disability support, settlement support and community development services across Queensland, Sydney and Melbourne. They lead and deliver quality services to empower and support individual and communities. IWAA's CEO contacted the researcher to deliver a two day leadership training for its executives and emerging leaders in Gold Coast and Brisbane in 2022.

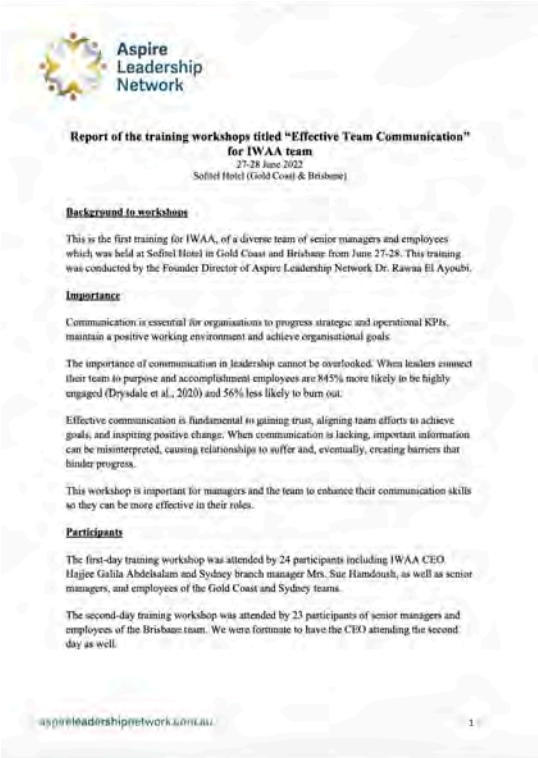
This was the first training of its type for IWAA for a diverse team of senior managers and employees, which was held at the Sofitel Hotel on the Gold Coast and Brisbane from 27-28 June. This training was conducted by the Founder Director of ALN, Dr. Rawaa El Ayoubi.

Communication is essential for organisations to progress strategic and operational KPIs, maintain a positive working environment and achieve organisational goals. The importance of communication in leadership cannot be overlooked. When leaders connect their team to purpose and accomplishment, employees are 845% more likely to be highly engaged (Drysdale et al., 2020) and 56% less likely to burn out.

Effective communication is fundamental to gaining trust, aligning team efforts to achieve goals and inspiring positive change. When communication is lacking, important

information can be misinterpreted, causing relationships to suffer and, eventually, creating barriers that hinder progress.

This workshop was important for managers and the team to enhance their communication skills so they could be more effective in their roles. Following are the training workshop report and some extracts of the programs. The programs incorporated principles-based leadership training and effective team communication training.



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Report of the training workshops titled "Effective Team Communication" for IWAA team

27-28 June 2022
Sofitel Hotel (Gold Coast & Brisbane)

Background to workshops

This is the first training for IWAA, of a diverse team of senior managers and employees which was held at Sofitel Hotel in Gold Coast and Brisbane from June 27-28. This training was conducted by the Founder Director of Aspire Leadership Network Dr. Rawaa El Ayoubi.

Importance

Communication is essential for organisations to progress strategic and operational KPIs, maintain a positive working environment and achieve organisational goals.

The importance of communication in leadership cannot be overlooked. When leaders connect their team to purpose and accomplishment employees are 845% more likely to be highly engaged (Drysdale et al., 2020) and 56% less likely to burn out.

Effective communication is fundamental to gaining trust, aligning team efforts to achieve goals, and inspiring positive change. When communication is lacking, important information can be misinterpreted, causing relationships to suffer and, eventually, creating barriers that hinder progress.

This workshop is important for managers and the team to enhance their communication skills so they can be more effective in their roles.

Participants

The first-day training workshop was attended by 24 participants including IWAA CEO Hajjee Galila Abdelkalam and Sydney branch manager Mrs. Sue Hamdoush, as well as senior managers, and employees of the Gold Coast and Sydney teams.

The second-day training workshop was attended by 23 participants of senior managers and employees of the Brisbane team. We were fortunate to have the CEO attending the second day as well.

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Outcomes of the training workshops

This training focused on some critical tips for leaders and managers to communicate more effectively with their team which is crucial for successful team collaboration and goal alignment.

The workshop was divided between some theories and practices that were all based on scientific research and experiences.

1. **Exercise 1: Effective leadership communication builds trust**

On page 12 of the workbook that was given to each participant, there is "Exercise 1" which I asked the participants to practice individually and repeat every three months.

To establish effective communication, managers and team need to build trust as a first important step. There are some actions they can take while communicating to build trust.

They have to rate themselves against each statement on a scale of 1 to 5 — with 1 signifying an area they need to work on and 5 meaning they have excelled. Now they've assessed their skills, if they identified any areas that need improvement, they should start today by marking the ones they will start with immediately to start building trust and improving their communication.

2. **Exercise 2: Transparency** (page 13 of the workbook)

On a whiteboard or A3 paper, make a vertical line. Label one side "can do now" and the other side "can do later."

On the "can do now" side, work in small groups to come up with a list of areas where you could be more transparent without any change of policy or law.

On the "can do later" side, list areas where you could be more transparent after changing a policy or law.

This "Transparency" activity should be practiced by the manager and his/her team at work.

3. **Exercise 3: Effective communication through "Empathic listening"**

This is an activity that encourages participants to communicate how they feel about a subject. The participants were asked to pair up for this activity. The rules were simple:

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People get into pairs and one member talks about his or her opinions. His/her partner listens without speaking, and then, without rebuttal, recaps what has been said.

This activity strengthens the team members' listening skills. Listening is an incredibly important part of good communication, and it's a skill that people often ignore in team activities. This activity also shows them how to listen with an open mind.

Participants were excited to practice this activity and they did well in the workshop.

Keys for empathic listening

- Being courteous/respectful
- Looking at the other
- Being clear in terms of objectives
- Choosing the right moment for the other to speak and for me to listen
- Demonstrating one's interest in what the other side is saying
- Being open to the other
- Translating it in body language
- Letting the other speak
- Getting the dialogue going
- Asking questions
- Paraphrasing
- Sincerity and empathy

4. **Exercise 4: Define your work culture**

Each table has one team who was given some sticky notes on which they wrote the attributes that they value the most and they wish to find them in their "**Leaders**", "**People**" and "**Work**". Since the participants are the ones who wrote these attributes, the outcome of this exercise is really important in defining the culture of the workplace.

Please note that attributes like "**trust**" and "**appreciation**" were mentioned the most under each column.

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Now, we have clarity on the attributes that have been written on the sticky notes by the participants, we can then define the engagement activities.

Employee engagement is an integral part of the work culture. It has to be followed by one and all in a way that it becomes a part of the strategy and implemented at work rather than a one-off activity. The organisational culture is the following:

Organisational culture

At IWAA, we want to create a place of belonging and an environment where trust is a priority and where everyone can do their best work and grow without limits. This starts with building a culture of trust, respect, and inclusivity. The attributes that we value the most in our "leaders", "people" and "work" are:

Leaders: We value our leaders' trust, respect, credibility, appreciation, competence, fairness, and accountability. We aspire to greatness while we also raise one another. While connecting to our team through our shared values, our leaders' promises are to show support and foster an environment that rewards employees based on merit and performance.

People: to lead and deliver quality services to individuals and communities, we must be a place where our people can do their best work and be their best selves. We prioritise trust, respect and diversity and believe in a culture rooted in collaboration, growth, and teamwork.

Work: our strength at work should lie in our unique shared values centered on transparency, commitment, respect, work-life harmony, and effective communication.

5. **Exercise 5: Elephant in the room**

This activity can help teams to have a candid conversation about the proverbial "elephant in the room," such as a key manager's impending retirement, or a serious flaw in a process or decision or any frustration that occurs at workplace.

The rules were: to assemble each team into two or three people who choose randomly one "elephant in the room" question. The teams were given five minutes to think about the answer, then present it in front everyone.

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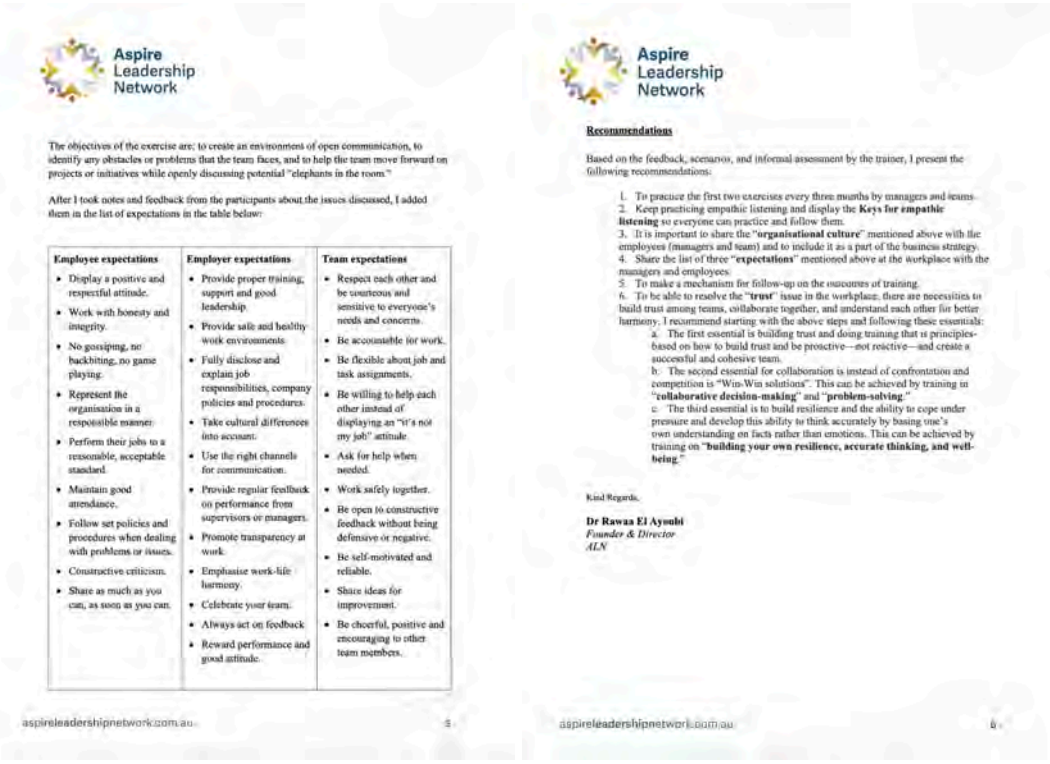

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The objectives of the exercise are: to create an environment of open communication, to identify any obstacles or problems that the team faces, and to help the team move forward on projects or initiatives while openly discussing potential "elephants in the room."

After I took notes and feedback from the participants about the issues discussed, I added them in the list of expectations in the table below:

Employee expectations	Employer expectations	Team expectations
• Display a positive and respectful attitude. • Work with honesty and integrity. • No gossiping, no backbiting, no game playing. • Represent the organisation in a responsible manner. • Perform their jobs to a reasonable, acceptable standard. • Maintain good attendance. • Follow set policies and procedures when dealing with problems or issues. • Constructive criticism. • Share as much as you can, as soon as you can.	• Provide proper training, support and good leadership. • Provide safe and healthy work environments. • Fully disclose and explain job responsibilities, company policies and procedures. • Take cultural differences into account. • Use the right channels for communication. • Provide regular feedback on performance from supervisors or managers. • Promote transparency at work. • Emphasise work-life harmony. • Celebrate your team. • Always act on feedback • Reward performance and good attitude.	• Respect each other and be courteous and sensitive to everyone's needs and concerns. • Be accountable for work. • Be flexible about job and task assignments. • Be willing to help each other instead of displaying an "it's not my job" attitude. • Ask for help when needed. • Work safely together. • Be open to constructive feedback without being defensive or negative. • Be self-motivated and reliable. • Share ideas for improvement. • Be cheerful, positive and encouraging to other team members.

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Recommendations

Based on the feedback, scenarios, and informal assessment by the trainer, I present the following recommendations:

1. To practice the first two exercises every three months by managers and teams.
2. Keep practicing empathic listening and display the **Keys for empathic listening** so everyone can practice and follow them.
3. It is important to share the "**organisational culture**" mentioned above with the employees (managers and team) and to include it as a part of the business strategy.
4. Share the list of three "**expectations**" mentioned above at the workplace with the managers and employees.
5. To make a mechanism for follow-up on the outcomes of training.
6. To be able to resolve the "**trust**" issue in the workplace, there are necessities to build trust among teams, collaborate together, and understand each other for better harmony. I recommend starting with the above steps and following these essentials:
   a. The first essential is building trust and doing training that is principles-based on how to build trust and be proactive—not reactive—and create a successful and cohesive team.
   b. The second essential for collaboration is instead of confrontation and competition is "Win-Win solutions". This can be achieved by training in "**collaborative decision-making**" and "**problem-solving.**"
   c. The third essential is to build resilience and the ability to cope under pressure and develop this ability to think accurately by basing one's own understanding on facts rather than emotions. This can be achieved by training on "**building your own resilience, accurate thinking, and well-being.**"

Kind Regards,

Dr Rawaa El Ayoubi
Founder & Director
ALN

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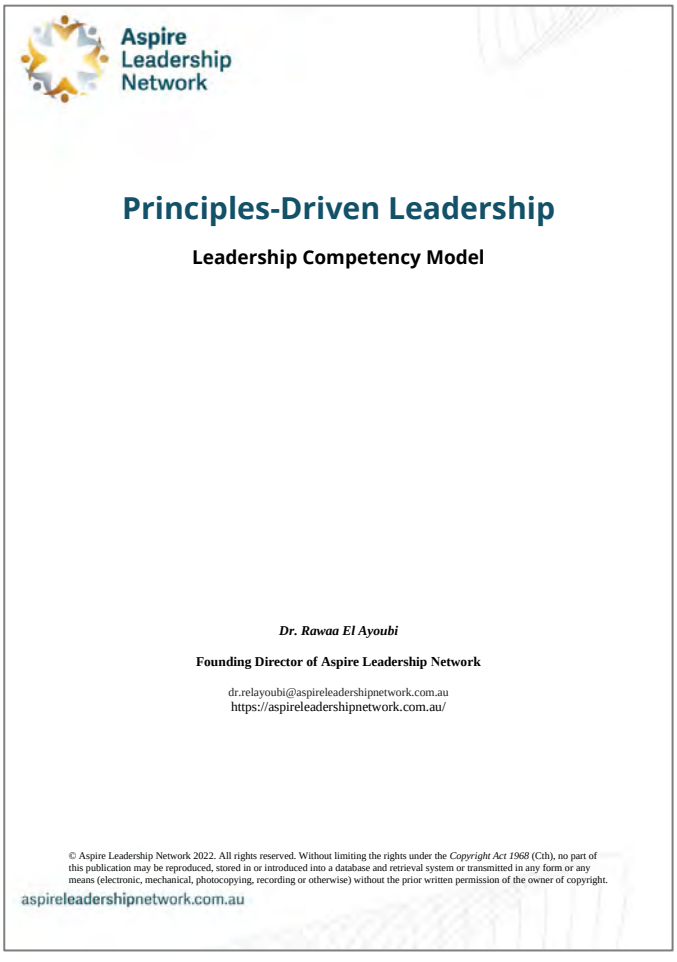

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Principles-Driven Leadership

Leadership Competency Model

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Contents

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Who should use this workbook?

This *Principles-Driven Leadership* workbook is designed for top executives and senior managers looking to further their knowledge and skills in navigating the leadership landscape, as well as those seeking to drive change and improve performance within their organisation.

It will also benefit aspiring leaders wanting to learn how to approach the development of their leadership skills as managers. This program is a real mindset transformation for top managerial figures.

This workbook will help you discover the importance and levels of trust so you can explore your leadership core values and principles to become an effective leader.

Principles-based leadership

As a top executive, you may become overwhelmed in your top leadership position. To succeed, you need to learn to navigate the external factors that are hindering your leadership position and the internal factors that lie within yourself. You will become happier and healthier if you have more control over your work.

This is not possible unless you start changing your current leadership paradigm. David Marquet (Marquet & Workshad, 2018) made the point that we must change the current leadership paradigm from how to give better orders to how to create better organisations that achieve excellence in operations where everyone thinks of themselves as leaders and make decisions.

Marquet, in his book *Turn the Ship Around*, tells the story of the reinvention of leadership aboard the nuclear-powered submarine USS *Santa Fe*. He describes that small but fundamental and consistent changes resulted in great improvement in performance. The idea was that giving control to people will help them become leaders.

However, giving control to all people can be a risky act if you do not follow a framework.

I will discuss in this workbook a leadership competency model that is principles-based and that every skilful leader should follow to help them maximise the potential of their employees.

Principles-driven leadership incorporates related foundational principles and a process to follow so you can create a successful and cohesive team. It is huge challenge though and involves several stages, including connecting your personal story to your leadership story, building trust, changing your paradigm and being proactive.

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Effective Team Communication

A practical tool for leaders to communicate more effectively

Dr. Rawaa El Ayoubi

Founding Director of Aspire Leadership Network

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https://aspireleadershipnetwork.com.au/

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Contents

Aspire Leadership Network

Who should use this workbook?

This *Effective Team Communication* workbook is designed for leaders and team looking to further their knowledge and skills in navigating the leadership landscape, as well as those seeking to drive engagement and improve performance within their organisation.

This workbook offers multiple benefits such as team building, increased engagement and productivity, making the best of a difficult situation and efficient problem-solving.

This workbook will help you discover critical tips for leaders and managers to communicate more effectively with their team which is crucial for a successful team collaboration and goal alignment.

Why effective communication matters

Much research on organisational leadership seeks to understand why and how it matters. Across a wide range of studies, leadership is found to have positive and negative consequences for team dynamics and outcomes, including communication, learning, effectiveness, conflict resolution and support for team creativity and emergent leaders (Morgeson et al., 2010).

At the organisational level, leadership is also linked to a range of outcomes, including effective team communication. This outcome is connected across different leadership styles and practices. At the senior leader level, the focus is on understanding the link between leadership and team performance. At the workplace level, leadership is closely linked to management system and practices between the manager and team (Gahan et al., 2016).

Research indicates a strong link between communication and effective leadership. A study conducted by Weisman Success Resources found 44% of responding business leaders reported they were unhappy with their employees' work. Of that group, 70% said they felt they needed to improve their communication with their employees to resolve the performance issues and improve motivation. Of the group that was happy with their teams' performance, 70% of the managers attributed this to their communication skills.

These are among the key findings of a survey of approximately 200 business leaders ranging from C-Level executives at large corporations to small business owners. They were asked to evaluate their skills, comfort level and results achieved through their application of the three different levels of leadership communication:

1. Self-communication
2. In front of a group
3. One-on-one with their team members.

The above results give us a clear indication that a significant number of business leaders struggle with their employees' performance and are having difficulties with how to communicate to better motivate them.

The most important question to ask is what needs to be changed and how managers and business leaders should change the content of their communications to better engage their people and motivate them.

Aspire Leadership Network

Creating Your Personal Strategic Plan

A practical tool for leaders on how to plan success

Dr. Rawaa El Ayoubi

Founding Director of Aspire Leadership Network

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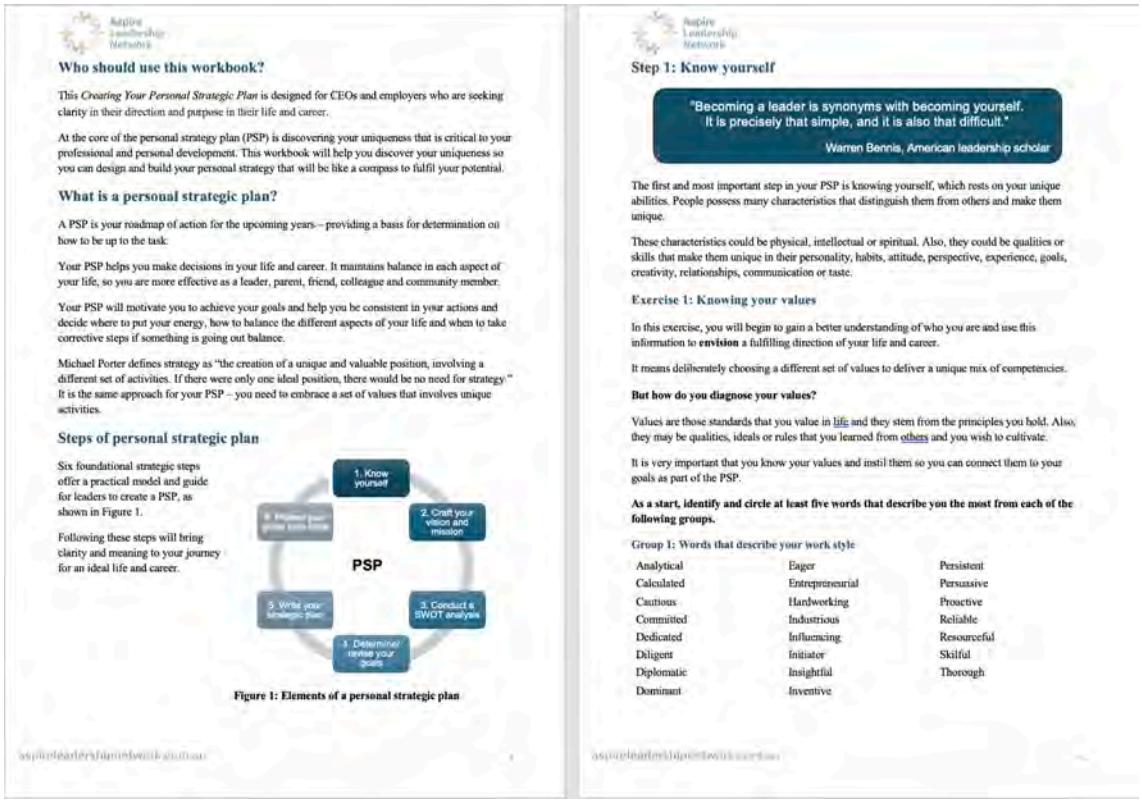
Aspire Leadership Network

Contents



Who should use this workbook?

This *Creating Your Personal Strategic Plan* is designed for CEOs and employers who are seeking clarity in their direction and purpose in their life and career.

At the core of the personal strategy plan (PSP) is discovering your uniqueness that is critical to your professional and personal development. This workbook will help you discover your uniqueness so you can design and build your personal strategy that will be like a compass to fulfil your potential.

What is a personal strategic plan?

A PSP is your roadmap of action for the upcoming years – providing a basis for determination on how to be up to the task.

Your PSP helps you make decisions in your life and career. It maintains balance in each aspect of your life, so you are more effective as a leader, parent, friend, colleague and community member.

Your PSP will motivate you to achieve your goals and help you be consistent in your actions and decide where to put your energy, how to balance the different aspects of your life and when to take corrective steps if something is going out balance.

Michael Porter defines strategy as "the creation of a unique and valuable position, involving a different set of activities. If there were only one ideal position, there would be no need for strategy." It is the same approach for your PSP – you need to embrace a set of values that involves unique activities.

Steps of personal strategic plan

Six foundational strategic steps offer a practical model and guide for leaders to create a PSP, as shown in Figure 1.

Following these steps will bring clarity and meaning to your journey for an ideal life and career.

Figure 1: Elements of a personal strategic plan

Step 1: Know yourself

"Becoming a leader is synonyms with becoming yourself. It is precisely that simple, and it is also that difficult."

Warren Bennis, American leadership scholar

The first and most important step in your PSP is knowing yourself, which rests on your unique abilities. People possess many characteristics that distinguish them from others and make them unique.

These characteristics could be physical, intellectual or spiritual. Also, they could be qualities or skills that make them unique in their personality, habits, attitude, perspective, experience, goals, creativity, relationships, communication or taste.

Exercise 1: Knowing your values

In this exercise, you will begin to gain a better understanding of who you are and use this information to **envision** a fulfilling direction of your life and career.

It means deliberately choosing a different set of values to deliver a unique mix of competencies.

But how do you diagnose your values?

Values are those standards that you value in life and they stem from the principles you hold. Also, they may be qualities, ideals or rules that you learned from others and you wish to cultivate.

It is very important that you know your values and instil them so you can connect them to your goals as part of the PSP.

As a start, identify and circle at least five words that describe you the most from each of the following groups.

Group 1: Words that describe your work style

Analytical	Eager	Persistent
Calculated	Entrepreneurial	Persuasive
Cautious	Hardworking	Proactive
Committed	Industrious	Reliable
Dedicated	Influencing	Resourceful
Diligent	Initiator	Skilful
Diplomatic	Insightful	Thorough
Dominant	Inventive	

3. Introducing the Aspire Women Leadership Club

The researcher's commitment to empowering women to surmount barriers to leadership led to the establishment of the Aspire Women Leadership Club (AWLC). In early 2024, the researcher proudly introduced the AWLC, with the vision to *empower women to become confident, inspirational, and influential leaders, driving positive societal change at all levels*. This vision is realised through an annual program tailored for aspiring female leaders. The AWLC is a flagship project of the ALN, bringing together like-minded women to connect, learn and grow.

The AWLC's 12-month program is designed to equip female leaders with executive skills essential for excelling in senior leadership positions. Members develop key competencies across four objectives: leadership development, networking and collaboration, advocacy and representation, and community outreach and mentorship. The AWLC offers a supportive community environment, guided by seasoned academics and industry specialists, where members engage, learn, exchange ideas and grow personally and professionally.

ASPIRE WOMEN'S LEADERSHIP CLUB

AWLC is a flagship project of the Aspire Leadership Network that brings together like-minded women leaders to connect with each other, learn, and grow.

VISION

To empower women to become confident, inspirational, and influential leaders who drive positive change in society at all levels.

03

Content Overview

We offer interactive leadership training programs, workshops, and seminars that enhance skills such as communication, public speaking, decision-making, strategic thinking, and emotional intelligence.

Our membership tiers cater to various needs and aspirations, offering members a range of opportunities to enhance their leadership skills, expand their networks, and engage with like-minded professionals within the community.

Participants can expect to develop key senior leadership competencies based on the following objectives:

- Leadership Development
- Networking and Collaboration
- Advocacy and Representation
- Community Outreach and Mentorship

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A proposed schedule for the activities of the AWLC from March 2024 to March 2025:

March, 2024
- Introduction, Goals Setting, and Expectations
- Book Club Circle

April, 2024
- Book Club Circle
- Skill-building webinar
- Networking Event

May, 2024
- Leadership training (3 Hours) Gold & Platinum
- Book Club Circle

June, 2024
- Networking Event
- Book Club Circle

July, 2024
- Leadership training (3 Hours) Platinum
- Book Club Circle

August, 2024
- Skill-building webinar
- Book Club Circle
- Networking Event

September, 2024
- Book Club Circle

October, 2024
- Networking Event
- Book Club Circle

November, 2024
- Book Club Circle
- Aspire Women's Leadership Summit (TBC)
- Gala dinner (TBC)

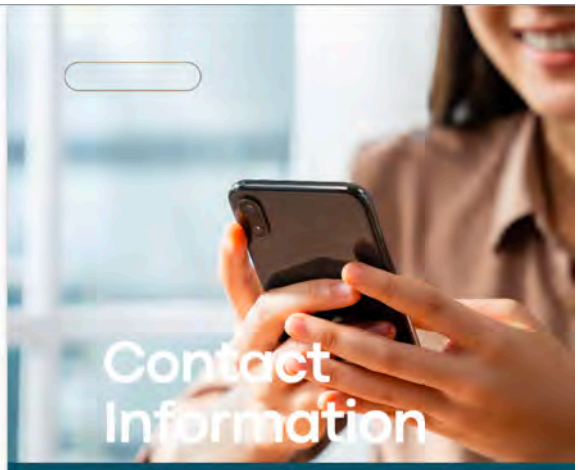
December, 2024
- Skill-building webinar
- Book Club Circle

Janaury, 2025
- Book Club Circle
- Leadership and Wellness Retreat (TBC)

February, 2025
- Book Club Circle
- Networking Event

09

One-on-one coaching and mentoring sessions are offered as needed, tailored to participants' requirements. The Women's Leadership Summit, Gala Dinner, and Leadership and Wellness Retreat are currently tentative, awaiting confirmation primarily due to scheduling constraints involving speakers and logistical factors.



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Find us on

V. PROFESSIONAL DEVELOPMENT

1. Brian Tracy Courses (2021)

Brian Tracy is the leading coach on the topics of time management, leadership, selling, self-esteem, goals, strategy, creativity and success. Throughout his 40+ year career, Brian has consulted for more than 1,000 companies and addressed more than five million people across 5,000 talks and seminars throughout the US, Canada and 70 other countries worldwide.

The researcher completed several online training courses provided by Brian Tracy:

a) **Leaders Are Made, Not Born**
   Find clarity – Set the stage for success

b) **Vision**
   See the Big Picture – Find your personal vision – Visualise success – Lead by example

c) **Integrity**
   Do your best everyday – Practice leadership consistently – Determine your values – Explore your role models

d) **Strategic Planning**
   Increase your return on energy – Be proactive – Set your goals

e) **Project Management**
   Develop self-discipline – Maximise personal productivity – Master the art of delegation – Set priorities – Mange a project effectively

f) **Courage**
   Take risk as a leader – Stay out of your comfort zone – Own your accountability – Master your emotions

g) **Communication**
   Understand motivational leadership – Empower your team – Practise active listening – Leverage constructive criticism – Embrace the Golden Rule of Leadership

h) **Teamwork**

Team cooperation – Hire the right people – Perception vs reality

i) **Taking Action and Exhibit Competence**

2. Gulf Innovation Academy Courses (2020-2023)

Gulf Innovation Academy was founded in 1991 in Kuwait. The company includes elite trainers from various specialities and nationalities. The company applies high standards of metrology and professionalism in the field of training and consulting. Its vision is progressing with steady steps towards its goal to be the best company in the Arab world dealing with managerial and economic training, integrating modern science with high quality to offer the best results.

Its philosophy is “life engineers”. People used to exert great effort, spend a long time and do accurate calculations in factories and buildings engineering, nevertheless, Gulf Innovation Academy believes that human life deserves more interest and is worth more consideration because its value is much greater.

The researcher completed several online courses provided by Gulf Innovation Academy:

a) Institutional Organisation

b) Integrating Strategic Planning

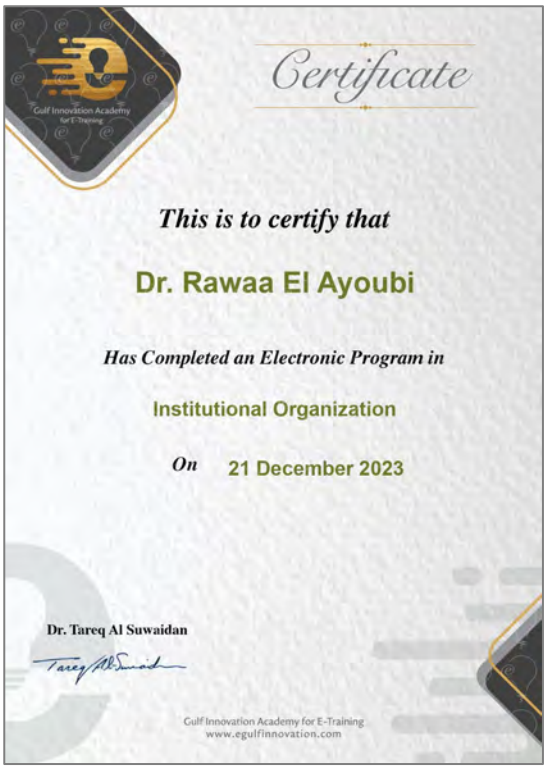
c) Leadership Concepts

d) Followers and Leaders Types

e) Leadership Styles and Characteristics

f) Identifying and Educating Leaders

g) How to Discover and Train Future Leaders


Certificate
This is to certify that
Dr. Rawaa El Ayoubi
Has Completed an Electronic Program in
Institutional Organization
On 21 December 2023
Dr. Tareq Al Suwaidan
Gulf Innovation Academy for E-Training
www.egulfinnovation.com


Certificate
This is to certify that
Dr Rawaa El Ayoubi
Has Completed an Electronic Program in
Integrated Strategic Planning Approach
On 8 September 2021
Dr. Tareq Al Suwaidan
Gulf Innovation Academy
for e-Training


Certificate
This is to certify that
Dr Rawaa El Ayoubi
Has Completed an Electronic Program in
Leadership Concepts
On 5 December 2020
Dr. Tareq Al Suwaidan
Gulf Innovation Academy
for e-Training


Certificate
This is to certify that
Dr Rawaa El Ayoubi
Has Completed an Electronic Program in
Followers and Leaders Types
On 28 December 2020
Dr. Tareq Al Suwaidan
Gulf Innovation Academy
for e-Training


Certificate

This is to certify that

Dr Rawaa El Ayoubi

Has Completed an Electronic Program in

Leadership Styles and Characterstics

On 14 December 2020

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Gulf Innovation Academy
for e-Training


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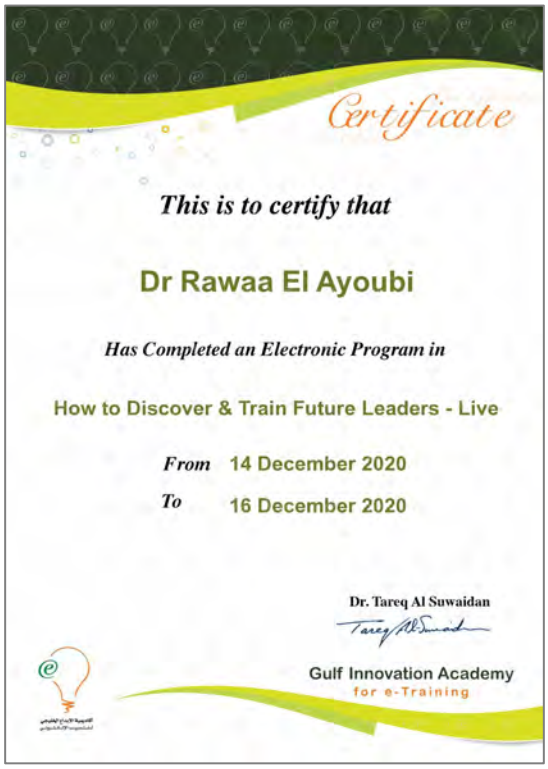
Identifying and Educating Leaders

On 3 January 2021

Dr. Tareq Al Suwaidan

Gulf Innovation Academy
for e-Training


Certificate

This is to certify that

Dr Rawaa El Ayoubi

Has Completed an Electronic Program in

How to Discover & Train Future Leaders - Live

From 14 December 2020

To 16 December 2020

Dr. Tareq Al Suwaidan

Gulf Innovation Academy
for e-Training

3. Humanitarian Academy for Development (2017-2019)

The researcher completed training courses provided by Humanitarian Academy for Development on the importance of governance; good governance; role of the board; board skills; and behaviours and way of working. These courses:

1. Reflected on and applied the basic principles of good governance.

2. Provided a clear idea of what is meant by ‘governance’ in the context of organisations.

3. Provided clarity on collective and personal responsibilities and duties in achieving good governance.

4. Gained clarity on individual roles, behaviours, relationships and boundaries between governance and management (through application of real-life cases).

5. Became equipped with or knew where to find the tools for key processes in the annual board cycle.

4. Myer-Briggs Type Indicator

The Myers-Briggs Type Indicator (MBTI) assessment is a tool that helps people increase their self-awareness, understand and appreciate differences in others, and apply personality insights to improve their personal and professional effectiveness. It identifies people as one of 16 MBTI personality types. Each type reflects how a person naturally prefers to direct and receive energy, take in information, make decisions and approach the outside world. Knowing this provides a powerful framework for understanding and relating to people.

The researcher’s MBTI results—Feeling, Sensing, Intuition and Feeling (FSNF)—suggest a personality profile with strengths in empathy, practical awareness and insight, which can play a valuable role in leadership and consulting. Below is an analysis of these traits:

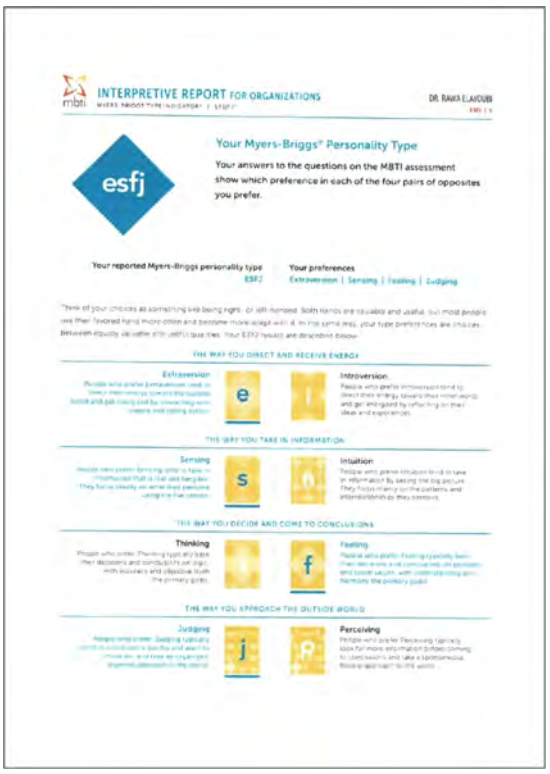
1. **Feeling** (appearing twice in the profile) indicates a strong emphasis on values, harmony and understanding others’ perspectives. This trait demonstrates the researcher often leads to compassionate decision-making and a focus on maintaining positive relationships, which can be highly beneficial in leadership roles that require team cohesion. In consulting, this attribute can foster trust and a deep understanding of team and clients’ needs, as well as a commitment to ethical decision-making solutions.

2. **Sensing** suggests a preference for practicality and attention to detail. The researcher focuses on concrete facts and immediate realities, which can make them skilled at understanding the current state of an organisation or team before

making changes. This trait demonstrates self-awareness and balances the Feeling trait by grounding decisions in tangible data.

3. **Intuition** brings a forward-looking, big-picture perspective. The researcher tends to be a creative thinker and enjoys exploring possibilities. In leadership, they enable visionary thinking and the ability to anticipate future trends or potential challenges. For strategic foresight and innovation, this intuitive capacity allows the researcher to think beyond current issues and guide clients in preparing for potential future scenarios. It also encourages sustainable positive behaviour change and support performance appraisal processes.

Overall, this combination of traits highlights a balanced leadership profile, blending empathy, practical awareness and forward-thinking abilities. The researcher can likely connect well with others, appreciate the specifics of organisational challenges and develop innovative, people-centred solutions—a combination well-suited for the demands of consulting and leadership in dynamic environments. This profile is particularly valuable for roles that require not only strategic insight but also emotional intelligence and the ability to adapt to various organisational contexts. It supports individual leadership development and identifies the researcher's strengths, weaknesses and performance needs. Below are some extracts about the assessment.



INTERPRETIVE REPORT FOR ORGANIZATIONS

DR. RAWA ELAYOUBI

Your Myers-Briggs® Personality Type

esfj

Your answers to the questions on the MBTI assessment show which preference in each of the four pairs of opposites you prefer.

Your reported Myers-Briggs personality type: ESFJ

Your preferences: Extroversion | Sensing | Feeling | Judging

THE WAY YOU DIRECT AND RECEIVE ENERGY

Extroversion — e

Introversion — i

THE WAY YOU TAKE IN INFORMATION

Sensing — s

Intuition — n

THE WAY YOU DECIDE AND COME TO CONCLUSIONS

Thinking

Feeling — f

THE WAY YOU APPROACH THE OUTSIDE WORLD

Judging — j

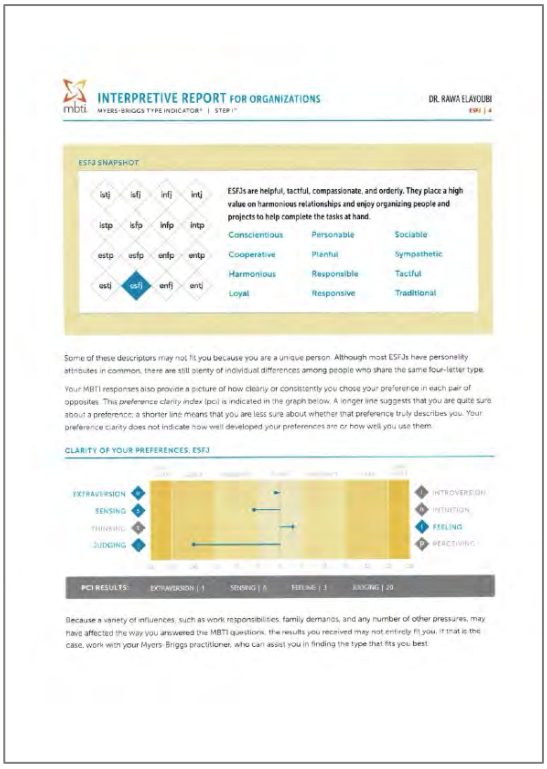
Perceiving — p

INTERPRETIVE REPORT FOR ORGANIZATIONS

DR. RAWA ELAYOUBI

Learning Tip

YOUR WORK STYLE: ESFJ



INTERPRETIVE REPORT FOR ORGANIZATIONS

DR. RAWA ELAYOUBI

ESFJ SNAPSHOT

ESFJs are helpful, tactful, compassionate, and orderly. They place a high value on harmonious relationships and enjoy organizing people and projects to help complete the tasks at hand.

Conscientious	Personable	Sociable
Cooperative	Planful	Sympathetic
Harmonious	Responsible	Tactful
Loyal	Responsive	Traditional

Some of these descriptors may not fit you because you are a unique person. Although most ESFJs have personality attributes in common, there are still plenty of individual differences among people who share the same four-letter type.

Your MBTI responses also provide a picture of how clearly or consistently you chose your preference in each pair of opposites. This *preference clarity index* (pci) is indicated in the graph below. A longer line suggests that you are quite sure about a preference; a shorter line means that you are less sure about whether that preference truly describes you. Your preference clarity does not indicate how well developed your preferences are or how well you use them.

CLARITY OF YOUR PREFERENCES: ESFJ

EXTRAVERSION — INTROVERSION

SENSING — INTUITION

THINKING — FEELING

JUDGING — PERCEIVING

PCI RESULTS: EXTRAVERSION | 7 SENSING | 5 FEELING | 3 JUDGING | 20

Because a variety of influences, such as work responsibilities, family demands, and any number of other pressures, may have affected the way you answered the MBTI questions, the results you received may not entirely fit you. If that is the case, work with your Myers-Briggs practitioner, who can assist you in finding the type that fits you best.

INTERPRETIVE REPORT FOR ORGANIZATIONS

DR. RAWA ELAYOUBI

Learning Tip

YOUR PREFERENCES AT WORK: ESFJ

EXTRAVERSION — You are likely to

SENSING — You are likely to

FEELING — You are likely to

JUDGING — You are likely to

VII. THE WAY FORWARD

Exploring the researcher's evolving context in the last decade, it shows how changes over time have positively influenced their process of reviewing their SEC model and building on this understanding. Building awareness of leadership theories and

frameworks also helped the researcher develop a personal approach, which will be transformational.

Following extensive self-reflection and ongoing review during the first four modules of the DBL, as well as research conducted for this Critique, the researcher established a proposed SEC model. The six capabilities are: *Envision, Establish, Enable, Empower, Ensure and Execute.*

This SEC model is designed to enhance the researcher's capability as a leader, particularly in delivering outcomes required in the development of a framework to facilitate measurement of strategic foresight ability levels and is a blueprint for designing corporate foresight systems within leadership and management consulting firms.

As has been realised after writing this Portfolio, the leadership approach is a continual endeavour if a leader wants to tackle everyday challenges. It is about developing and practising a personal leadership approach to achieve the positive change they want to see in the social purpose sector. Central to this design is the emphasis on individual capabilities, which aid in adapting the foresight thinking to organise a development "Way Forward" plan that motivates the researcher towards a high level of leadership performance.

The researcher has outlined a comprehensive Personal Development Plan to guide their ongoing leadership growth following the six steps in the figure below.

Moving forward, **Strategic Vision** and **Continuous Learning** will be prioritised. By regularly reviewing their personal vision and mission, the researcher will ensure alignment with broader career objectives.

Through this structured plan, the researcher is determined to achieve personal goals and make meaningful contributions to any organisation of which they are part. Their commitment to ongoing growth and passion for impactful work lay the foundation for a journey in leadership.

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