

# CHAPTER 17

## Strategic Leadership

Vipin Gupta

### LEARNING OBJECTIVES

- *To gain insights into the concept and major theories of strategic leadership.*
- *To understand the five dimensions of strategic leadership.*
- *To describe the three challenges imposed by the emerging markets on strategic leadership.*
- *To clarify why strategic planning, sequence programming, performing models, consequential profiting, or sustainable development are not sufficient by themselves for strategic leadership in emerging markets.*
- *To discuss the importance of cross-cultural analysis for developing strategic leadership.*
- *To learn new tools for aiding strategic management.*

### INTRODUCTION

Strategic leadership is about leading strategically. In the new rapidly changing business environment of the emerging markets, leaders are challenged to operate strategically. They strive to interpret the future and take charge, regardless of the uncertainty they may themselves face. They inspire the talented cast to stretch their capabilities for making fruitful contributions, and to continue making these contributions. And, they sustain competitive advantage of the firm by constructing, developing, and exploiting heterogeneous bundles of unique resources, dynamic capabilities, and functional competencies. Strategic leadership is about strategically correlating the initiatives for shaping, managing, and actualizing appropriate environmental scenarios, cast of people, and portfolio of resources.

In this chapter, we first discuss the theoretical basis for strategic leadership, and construct an integrated five dimension model. Then, we discuss how the unique culture of the emerging markets informs the model of strategic leadership. Then, we discuss the five dimensions, with a particular attention to how they need to be adapted to be relevant for the emerging market cultures.