

GREEN LEADERSHIP IN THE PERSPECTIVE OF GENERATIONS AND ORGANIZATIONAL CONTEXT: REFLECTIONS FROM 23 GLOBAL AND LOCAL STUDIES

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Abstract – This study aims to explore and reflect on how the concept of green leadership is understood and implemented in various organizational contexts and across generations, especially Generation Z. The approach used is descriptive qualitative with a literature analysis method of 23 scientific articles published nationally and internationally between 2022 and 2025. The results of the study show that green leadership has a significant influence on pro-environmental behavior, green innovation, and employee involvement in sustainability issues. Generation Z shows a high preference for a leadership style that is oriented towards sustainability and environmental ethics. Meanwhile, the effectiveness of green leadership is greatly influenced by organizational characteristics, such as the public sector, education, MSMEs, and the service industry. This study concludes that green leadership is a strategic leadership model for the future that requires adjustments to values and approaches according to the context of generations and organizations. This reflection provides an important contribution to the development of sustainable leadership theory and practice in various sectors.

Keywords: Green Leadership, Generation Z, Pro-Environmental, Behavior, Green Innovation, Organizational Sustainability, Organizational Context.

I. INTRODUCTION

In an era of globalization marked by climate crisis, environmental degradation, and demands for extinction, world organizations are challenged to adopt a leadership model that is not only adaptive but also visionary in balancing business performance and ecological responsibility. The concept of green leadership emerged as a response to these needs, namely leadership that makes environmental desires and responsibilities the core of organizational strategy. This issue becomes even more complex when faced with cross-generational dynamics and the diversity of organizational contexts. Generation Z, for example, shows high attention to sustainability values, leader authenticity, and social accountability that demand a leadership model that is aligned with their aspirations (Khan et al., 2025). On the other hand, public organizations, private sectors, educational institutions, and micro and small businesses face different challenges in adopting green leadership in terms of organizational culture, resource

capacity, and strategic orientation. This creates variations in the implementation, perception, and effectiveness of green leadership that are interesting to study further.

The urgency of this research lies in the need for a broader and more comprehensive understanding of how green leadership is interpreted and implemented across generations and in various types of organizations. Although previous studies have discussed green leadership from various perspectives, there are still limited studies that integrate these findings holistically in the context of different generations and types of organizations, especially in Indonesia and other developing countries.

This study does not aim to test hypotheses through surveys or experiments, but rather acts as a qualitative literature review of 23 studies that have been published nationally and internationally. This approach aims to understand how green leadership is positioned in the academic realm and organizational practice, and to identify reflections of cross-generational values and strategic implications in diverse contexts.

II. LITERATURE REVIEW

The concept of green leadership was first developed as a leadership approach that actively encourages sustainable and ecologically responsible organizational behavior and decisions (Robertson & Barling, 2017). This leadership not only focuses on achieving organizational goals efficiently, but also prioritizes the values of environmental sustainability, wise resource management, and transforming organizational culture towards pro-environmental behavior.

Various studies have shown that green leadership has a significant relationship with improved organizational performance, green innovation, and employee engagement in sustainable activities (Arefin et al., 2023; Sabir et al., 2024). However, there are contextual variables that moderate or mediate the strength of this influence, such as generational values, organizational culture, and the level of adoption of environmentally friendly technologies. For example, Generation Z has a preference for ethical, collaborative, and socially and environmentally impact-oriented leadership styles, which can increase the effectiveness of green leadership when implemented in organizations dominated by this age group (Khan et al., 2025).

On the other hand, research by Elshaer et al. (2025) shows that the effectiveness of green leadership in the hospitality sector is influenced not only by the leadership style itself, but also by perceived green organizational support for green initiatives. This suggests that the organizational context is crucial in shaping the impact of green leadership.

Studies by Sudarno et al. (2024) and Marzuki & Nafsiah (2023) in Indonesia also show that the influence of green leadership on green innovation and green competitive advantage is highly dependent on the mediating role of factors such as green intellectual capital and green organizational culture. These studies provide an opportunity to fill conceptual gaps in a comprehensive understanding of how green leadership is perceived by different generations, as well as how the organizational context shapes the strength of this influence.

Based on previous studies and the theoretical framework of sustainable leadership, the conceptual framework in this study was developed to link green leadership with cross-generational perceptions (especially Generation Z) and organizational contexts (public, private, education, MSMEs) as dimensions that influence the effectiveness and adoption of green leadership.

2.1 Conceptual Framework (Descriptive)

The conceptual framework consists of: (1) Green leadership as the main variable that influences organizational transformation towards sustainability, (2) Generation Z as a generational context factor that moderates the acceptance and effectiveness of green leadership styles, and (3) Organizational

context as a mediating or reinforcing variable in the relationship between green leadership and outcomes such as green innovation, employee engagement, and environmental performance.

2.2 Developed Hypothesis

The hypothesis developed from these results is: (1) H1: Green leadership has a positive influence on the adoption of pro-environmental behavior within the organization; (2) H2: The influence of green leadership on pro-environmental behavior is moderated by generational preferences, with the influence being stronger in organizations dominated by Generation Z; (3) H3: Organizational context mediates the relationship between green leadership and the effectiveness of sustainability transformation.

III. METHODS

This study uses a descriptive qualitative approach based on literature analysis (literature review). This approach was chosen because it is appropriate for exploring a deep understanding of the concept of green leadership from various empirical and theoretical contexts without direct intervention to the research subjects. Literature review is also effectively used to build a synthesis of previous research results to answer conceptual research questions and fill research gaps that have not been fully explored (Snyder, 2019).

3.1 Data source

The main source of data in this study is 23 relevant scientific articles that have been published in national and international journals between 2024 and 2025. All articles analyzed focus on green leadership and its relationship to various aspects such as pro-environmental behavior, green innovation, employee engagement, SDGs, and organizational context.

3.2 Literature Selection Criteria

The literature was selected based on the following criteria: (1) Have a primary or secondary focus on green leadership; (2) Contains contextual information such as type of organization (public, private, education) or generational preferences (especially Generation Z); (3) Articles are written in English or Indonesian; (4) Published in a peer-reviewed journal; (5) Available in full (full-text) for in-depth analysis.

3.3 Data Analysis Techniques

The analysis technique used is thematic analysis of the contents of the article, by following these steps: (1) Data extraction from each article includes author, year, title, research method, research focus, results, and conclusions; (2) Coding was done manually to identify dominant recurring themes, such as generational values, organizational practices, leadership effects, and sustainability outcomes; (3) Thematic synthesis is used to compare and group similar and different research results based on generational and organizational context; (4) The development of the conceptual framework is carried out at the end of the process as a result of the synthesis of the literature that has been analyzed.

3.4 Validity and Objectivity

To increase validity, source triangulation techniques were used, namely comparing results from different types of organizations and generational perspectives. In addition, articles from different countries and sectors were analyzed to avoid contextual bias. Content validity was also strengthened

by referring to established sustainable leadership theories such as transformational leadership (Bass, 2003) and green organizational behavior (Daily et al., 2009).

This method was chosen because it is able to answer the research objectives that are conceptual and reflective without the need to collect field data. Literature review is also considered appropriate for compiling a map of understanding the dynamic development of green leadership, as well as for building scientific reflection across time, generations, and organizational contexts.

Table 1. Previous Journals Analyzed

No.	Author, Year	Title	Methods	Focus	Result
1.	Nani Lestari, Arif Darmawan, 2024	Aligning Employee Engagement with SDGs: A Green Leadership Approach	Qualitative; conceptual and exploratory study based on literature review	The relationship between green leadership and employee engagement in supporting the achievement of Sustainable Development Goals (SDGs)	Green leadership is able to build an environmentally conscious work culture, increasing employee involvement to contribute to SDGs in the organization.
2.	Jawad Syed, PhD, 2025	An Islamic Perspective on Green Leadership	Conceptual study (normative and integrative), using classical Islamic sources (Qur'an, Hadith, Nahj al-Balagha) and modern leadership literature	Developing a green leadership framework based on Islamic values such as khilafah (stewardship), amanah (trust), adl (justice), tawadu' (humility), and wasatiyyah (moderation)	Islamic green leadership provides a strong moral and spiritual foundation, which can strengthen long-term sustainability commitments. This model is effective for Muslim-majority contexts because it connects sustainability with faith and spiritual responsibility.
3.	George Kofi Amoako, Gifty Agyeiwaa Bonsu, George Oppong Appiagyei Ampong, Antoinette Yaa Benewaa Gabrah, Genevieve Dzighbordi Sedalo, 2025	Conceptual Framework: Green Leadership Enhances Green Customer Citizenship Behaviour	Conceptual study (literature review and model development)	Pengaruh green leadership terhadap green customer citizenship behavior melalui green brand image dan green trust.	It is hypothesized that green leadership enhances green brand image and green trust, which ultimately encourages environmentally friendly voluntary behavior from customers.
4.	Atty Tri Juniarti, Bayu Indra Setia, Erik Syawal	Green Leadership and Competitive Advantage: The	Quantitative, survey with SEM-AMOS on 31	Testing the influence of green leadership on competitive	Green leadership does not have a direct impact on competitive

	Alghifari, Deden Abdul Wahab Sya'roni, 2024	Role of Mediation From Knowledge Management and Talent Managemnet	technology companies in Indonesia	advantage with the mediation of knowledge management and talent management.	advantage, but has an indirect impact through knowledge & talent management.
5.	Sayyam, Raza Mubarak, Awais Alam Khan, Dr. Raza Ur Rahman, 2025	Green Leadership: Driving Organizational Change Toward Sustainability	Quantitative, survey of 260 respondents in Pakistan's manufacturing sector, analyzed using SEM (AMOS).	Analyzing the influence of green leadership on sustainability performance with the mediating role of organizational culture.	Green leadership has a direct positive effect on sustainability performance ($\beta = 0.644$), also improves organizational culture ($\beta = 0.254$), which in turn improves sustainability performance ($\beta = 0.214$).
6.	Yang Yang, Azhar Ud Din, Qaiser Mohi Ud Din, Imran Ullah Khan, 2024	Green Leadership in Manufacturing Industry: Unveiling the Green Revolution's Impact on Organizational Performance	Quantitative, survey of 235 cement industry managers in Pakistan, PLS-SEM & SPSS analysis.	Analyzing the influence of green transformational leadership and green HRM on organizational performance, with green innovation mediation and commitment to change moderation.	GTL & Green HRM have a positive influence on organizational performance, green innovation as a significant mediator, and commitment to change as a moderator.
7.	Azmat Ali Khan, Dr. Ayaz Qaiser, Aqsa Abid, Asad Manzoor, 2025	Green Leadership in the Eyes of Generation Z: Exploring Sustainability Values and Leadership Preferences Among Emerging Young Professionals	Quantitative and qualitative surveys	Gen Z's perception of green leadership and sustainability values in the workplace.	Gen Z cares deeply about sustainability and prefers to work for organizations that are environmentally responsible; they value authenticity, transparency, and environmental responsibility from leaders highly.
8.	Zeynep Aycan, Dilem Cinli, Jennifer L. Robertson, 2025	Green Leadership's Predictors and Outcomes	Systematic literature review (review article).	Analyzing predictors, outcomes, mediators, and moderators of green leadership by combining various theories and empirical study results.	Green leadership is influenced by environmental values, organizational norms, CSR, and team influence; has a positive impact on individual green behavior, team innovation, and organizational

					performance.
9.	Ibrahim A. Elshaer, Alaa M. S. Azazz, Chokri Kooli, Abdulaziz Aljoghaiman, Osman Elsawy, Sameh Fayyad, 2025	Green Transformational Leadership's Impact on Employee Retention	Quantitative, survey of 428 hotel employees in Egypt, PLS-SEM analysis	Analyzing the influence of Green Transformational Leadership (GTL) on employee retention, mediated by job satisfaction and perceived green organizational support (PGOS).	GTL has a direct and indirect positive effect on employee retention through job satisfaction and PGOS. All hypotheses are statistically supported.
10.	Kwadwo Asante, 2024	Hotels' Green Leadership and Employee Pro-environmental Behavior: A Moderated Mediation Model	Quantitative, survey; analysis with SEM using AMOS.	The relationship between green leadership and pro-environmental behavior of hotel employees, with green mindfulness mediation and green HRM moderation.	Green leadership significantly increases pro-environmental behavior through green mindfulness; this effect is strengthened by the implementation of green human resource management (GHRM).
11.	Andi Heru Susanto, Aziz Hakim, Iwan Kurniawan Subagja, 2025	Implementasi Green Leadership pada Organisasi Publik	Qualitative with triangulation method.	Assessing the implementation of green leadership in public organizations, especially the DKI Jakarta Provincial Government.	Green leadership is effective if supported by strong policies, community participation, environmentally friendly technology, and multi-sector collaboration.
12.	Tamer Hamdy Ayad & Ahmed M. Hasanein, 2025	Investigating the Impact of Green Transformational Leadership on Pro-Environmental Behavior in Tour Operators. Testing the Mediating Role of Employer Attractiveness	Quantitative (PLS-SEM), Survey of 399 tour operators in Egypt.	The effect of green transformational leadership (GTFL) on pro-environmental behavior (PENB), mediated by employer attractiveness (EMA).	GTFL has a significant positive effect on PENB and EMA; EMA also has a significant effect on PENB; EMA partially mediates the relationship between GTFL and PENB.
13.	Sudarmo, Harry Panjaitan, Sarli Rahman, Marice Hutahuruk, Mujiono, 2024	Model of Green Competitive Advantage Through Green Leadership, Green Intellectual Capital, and Environmental Ethics in Industrial Enterprises in	Quantitative, survey with questionnaires on 110 F&B companies in Indonesia, regression analysis with Smart PLS 4.0.	The influence of green leadership, green intellectual capital, and environmental ethics on the company's green competitive advantage.	All independent variables (green leadership, green intellectual capital, and environmental ethics) have a positive and significant effect on green competitive advantage. The R ² value = 68.1%, indicating a strong

		Indonesia			influence of the three variables on green competitive advantage.
14.	Benameur Dahinine, Abderrazak Laghouag , Wassila Bensahel , Majed Alsolami and Tarek Guendouz, 2024	Modelling the Combined Effect of Green Leadership and Human Resource Management on Sustainable Performance: The Mediating Role of Dynamic Sustainable Capabilities	Quantitative, using Structural Equation Modeling (SEM) with data from the manufacturing sector in Pakistan.	Assessing the influence of green leadership and green HR management on sustainable performance through the mediation of dynamic sustainable capabilities.	Green leadership and green HRM have a significant positive effect on sustainable performance. Dynamic sustainable capabilities significantly mediate the relationship between independent variables and sustainable performance.
15.	Khofidah Pujilestari, Gilbert Rely, Pratiwi Nila Sari, 2025	Pengaruh Green Human Capital, Green Leadership dan Green Innovation terhadap Green Organizational Performance pada Industri Kreatif di Kota Bandung	Quantitative, using survey techniques and multiple linear regression analysis on 100 creative industry players in Bandung.	Testing the influence of green human capital, green leadership, and green innovation on green organizational performance.	All variables (green human capital, green leadership, green innovation) have a positive and significant effect on green organizational performance. Green innovation has the most dominant effect compared to the other two variables.
16.	Sherish Khalid, Muhammad Haq ul Anwar, Ahmed Ashfaq Mirza, 2025	The Effect of Green Leadership and Employee Pro-environmental Behavior on Sustainable Performance: The Role of Green Innovation	Quantitative, survey method, data analysis using SEM (Structural Equation Modeling).	The influence of green leadership and employee pro-environmental behavior on sustainable performance, with green innovation mediation.	Green leadership and pro-environmental behavior significantly increase green innovation and sustainable performance. Green innovation also significantly mediates the relationship between green leadership/employee behavior and sustainable performance.
17.	Asma Sabir, Rimsha Riaz, Shah K.A. Latif, Arslan Arshad, Soban Ali, 2024	The Green Leadership Paradox: Passion, Attitude and Citizenship	Quantitative, survey with online questionnaire, convenience sampling (n=201).	The Influence of Green Transformational Leadership on Organizational Citizenship Behavior for Environment (OCBE), with Green Passion mediation	GTL has a significant positive effect on OCBE; Green Passion mediates the relationship between GTL and OCBE; Green Attitude moderates the relationship between

				and Green Attitude moderation.	GTL and Green Passion.
18.	Harbani Pasolong, Enny Radjab, Andi Yahya, Syamsuddin, Aisyah, 2024	The Impact of Digital, Servant, and Green Leadership on Innovation in the Manufacturing Sector	Quantitative; positivistic approach; PLS-SEM; 180 manufacturing managers in Makassar.	The influence of digital, servant and green leadership styles on innovation and performance in the manufacturing sector.	The three leadership styles (digital, servant, green) have a positive and significant effect on improving the performance and innovation of the manufacturing sector ($R^2 = 0.888$); T value > 1.96 and $p < 0.05$ for all variables indicate that the hypothesis is accepted.
19.	Muhammad Arib Sulaiman, Eka Putra, Ali Marzuki Zebua, 2025	The Implementation of Green Leadership by the School Principal in Developing a Nature-Based School	Qualitative, case study at Insan Rabbani Nature School, interview, observation, documentation.	The role of the principal in implementing Green Leadership to build nature-based schools.	The principal acts as an educator, administrator, innovator, and motivator; successfully integrates sustainability principles through curriculum, culture, policies, environmental programs, and community collaboration; successfully implements zero-waste policies and environmentally-based curricula.
20.	Muhammad Sajid Javed, Maria Rehman, Nayem Miah, Md Mehedi Hassan Melon, Anwar Hossain, Nathaniel E. Quimada, 2024	The Importance Of Green Leadership And Green Communication Allies In The Potential To Promote A Sustainable Practice And Reduced A Negative Impact On Human Activities On Environment In Management	Systematic literature review using databases like ResearchGate, MDPI, ScienceDirect, and Google Scholar. Keywords used: "workplace green communication, green leadership, and management development." The study analyzed English-language publications from the last ten years.	The study focuses on how green leadership and green communication together influence sustainable practices, employee engagement, environmental innovation, organizational development, and public awareness. It also highlights their role in improving stakeholder engagement and minimizing environmental	- Green leadership improves sustainable practices by up to 30% and increases employee engagement by 25%. - Organizations with strong green communication strategies enjoy 20% more public support and 25% better collaboration with external partners. - Combining green leadership and green communication leads to 30–40% improvements in sustainability

				impact.	outcomes and reduces environmental impact.
21.	Muhammad Iqbal Abdul Rasyid, Mone Stephanus, 2024	The Influence Of Green Leadership And Entrepreneurship On The Sustainability Of Manufacturing Companies: Mediation Of Green Innovation And Knowledge Management	Quantitative, SEM-PLS, data from 160 MSME owners/managers.	The influence of green leadership and entrepreneurship on green innovation in the MSME sector.	Green leadership and entrepreneurship each have a significant positive effect on green innovation. Green leadership plays a strategic role in encouraging environmentally conscious innovation initiatives among MSMEs.
22.	Bui Thanh Khoa, 2025	The Mediating Role Of Environmental Knowledge Sharing On The Impact Of Green Leadership On Innovation In Vietnamese Small And Medium Enterprises	Quantitative; SEM-AMOS; data from the hospitality industry.	The influence of Green Human Resource Management (GHRM) on pro-environmental behavior with environmental knowledge mediation.	GHRM has a significant positive impact on pro-environmental behavior; environmental knowledge significantly mediates the relationship between GHRM and pro-environmental behavior.
23.	Ghulam Murtaza Lahbar, Sibghat Ullah, Azzah Khadim Hussain, Athar Marwat 2025	Unpacking the Green Leadership-Environmental Performance Link: The Role of Innovation, GHRM and Environmental Values	Quantitative, Structural Equation Modeling (SEM), data from Chinese companies.	Explaining the relationship between green leadership and environmental performance with the mediating role of green organizational identity and moderating strategic flexibility.	Green leadership improves environmental performance directly and indirectly through green organizational identity. Strategic flexibility strengthens the influence of green leadership on green organizational identity.

IV. RESULTS AND DISCUSSION

Transformational leadership views the leader as a central figure who drives change through vision and inspiration (Bass, 2003), while servant leadership (Greenleaf, 1977) emphasizes the leader as a servant and facilitator of the well-being of their followers. In green leadership, this leads to a dilemma: should the leader be dominant in leadership or should they be more of a servant to collective and environmental needs. Some journals emphasize the role of motivator, while others emphasize the role of servant, thus referring to an unintegrated dualism.

Ajzen (1991) highlighted that pro-environmental behavior is driven by individual attitudes and norms, while Meyer & Rowan (1977) emphasized that organizations are more often influenced by

external pressures such as regulations and social norms. This contradiction arises in research where one side proposes change from within the individual, while the other emphasizes the dominance of external factors, leading to varying methodologies and recommendations for green leadership practices.

Mol & Spaargaren (2000) focused on innovations that integrate economics and the environment with modern technology and management. In contrast, Syed (2025) emphasized the foundation of moral and spiritual values in Islamic leadership, such as trustworthiness and justice. This contradiction raises the challenge of how green leadership can be applied in different cultural and value contexts, especially when modern innovations are seen as inappropriate without an ethical foundation.

Freeman (1984) emphasized that green leadership must consider the interests of all stakeholders, but few studies highlight the specific role of younger generations as key to change. This can lead to bias in green leadership strategies that focus too much on one group, potentially ignoring other stakeholder dimensions that have significant influence on the organization.

Complexity Leadership Theory views organizations as complex, adaptive systems with numerous dynamic interactions (Uhl-Bien et al., 2007), yet a number of studies still use traditional, linear, and simplistic conceptual models. This creates a contradiction in understanding green leadership, as a simple approach may be insufficient to address the complexities of sustainability change within organizations.

The results of the analysis of 23 scientific articles show that green leadership is a leadership approach that is increasingly recognized for its relevance in driving organizational transformation towards a more sustainable direction. There are several main thematic findings that emerge from the literature synthesis, namely: (1) the influence of green leadership on employee pro-environmental behavior, (2) the relationship between green leadership and green innovation and organizational performance, (3) generational preferences for green leadership, and (4) the role of organizational context in strengthening or weakening the influence of green leadership.

4.1. Green Leadership and Pro-Environmental Behavior

The majority of studies found that green leadership style has a direct impact on increasing employee pro-environmental behavior (Yang et al., 2024); (Asante, 2024). Leaders who prioritize environmental values are able to motivate employees to act voluntarily in reducing negative operational impacts, such as saving energy, reducing waste, and supporting recycling programs.

4.2. Green Leadership and Green Innovation

Several studies highlight the role of green leadership in driving green innovation that includes products, processes, and organizational culture (Rasyid, 2024). Green leadership not only serves as a symbol of sustainability but also becomes a driver for the creation of creative solutions in facing environmental challenges. An organizational culture that supports experimentation and the courage to take risks is very important in determining the success of this innovation. Interesting findings emerge from studies involving Generation Z as the object of study. Research by (Khan et al., 2025) shows that this generation has high expectations for leaders who care about sustainability, are transparent, and authentic. Organizations that implement green leadership are considered more attractive to the younger generation because their values are in line with their aspirations for a better

world. Thus, green leadership also contributes to increasing employee engagement and talent retention.

4.3. Organizational Context as a Critical Variable

The analysis also shows that the effectiveness of green leadership is highly dependent on the organizational context. In the education sector, for example, the role of the principal as a green leader has been shown to be effective in integrating sustainability values into the school curriculum and culture (Sulaiman et al., 2025). Meanwhile, in the manufacturing and hospitality sectors, green HRM practices and strategic flexibility strengthen the influence of green leadership on environmental performance and innovation (Pasolong et al., 2024).

V. CONCLUSION

This study aims to reflect on how green leadership is understood and implemented in various organizational and generational contexts, by reviewing 23 global and local scientific journals. The results of the analysis show that green leadership has a significant influence on increasing pro-environmental behavior, green innovation, and organizational sustainability performance. However, the effectiveness of this influence is greatly influenced by contextual variables such as the type of organization and generational characteristics.

Generation Z, which is now starting to dominate the job market, shows a strong preference for leaders who are authentic, ethical, and sustainability-oriented. This indicates that organizations that want to remain relevant and competitive need to adopt green leadership values as part of their talent management strategy and corporate culture. On the other hand, different organizational sectors be it education, manufacturing, hospitality, or SMEs have their own dynamics and challenges in implementing green leadership. Thus, there is no single approach that can be applied universally, but rather adaptation based on local needs and values is needed.

Conceptually, this study confirms that green leadership is not just a trend, but a future leadership paradigm that is able to bridge organizational goals and global sustainability demands such as SDGs. Reflections from the various studies analyzed reinforce the urgency to develop leaders who are not only technically competent, but also have ecological awareness and the ability to build a green organizational culture.

Thus, green leadership needs to be continuously studied and developed as a strategic leadership model that is relevant across generations and sectors, as well as an important foundation in building competitive and sustainable organizations.

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