

INTEGRANDO ESTRATÉGIA E LIDERANÇA: UMA INTRODUÇÃO

RESUMO

Estratégia e liderança são conceitos que normalmente são examinados individualmente, sendo raros estudos que foquem nessa combinação de temas. O artigo tem como objetivo analisar as possibilidades de integração conceitual entre estratégia e liderança por meio de uma revisão de 2003 a 2014. Durante os processos de seleção e classificação, adotaram-se tipos específicos de tópicos e artigos. Sobre as tipologias, os artigos foram classificados nos seguintes grupos: estudos de caso, artigos conceituais, revisões bibliográficas e artigos técnico-empírico. Neste estudo a coleta de dados foi realizada usando o Portal de periódicos da CAPES. Posteriormente, a revista *Strategy & Leadership* foi escolhida porque tinha o maior número de artigos publicados sobre o tema. Tais artigos foram, então, lidos e analisados. Os resultados da revisão levaram à identificação das seguintes categorias: gestão estratégica, práticas de liderança, liderança estratégica e liderança como estratégia. Esta análise possibilitou a identificação dos temas específicos que foram associados a cada categoria e pode oferecer suporte a pesquisas futuras, que é a principal contribuição acadêmica deste artigo.

Palavras-chave: Gerenciamento; Estratégia; Liderança.

INTEGRATING OF STRATEGY AND LEADERSHIP: AN INTRODUCTION

ABSTRACT

Strategy and leadership are concepts that are typically examined individually. Studies that focus in the combination of these themes are still rare. The current article aims to examine the possibilities with regard to the conceptual integration of strategy and leadership through a review from 2003 to 2014. During the selection and classification processes, specific types of topics and articles were adopted. Regarding the typologies, the articles were classified into the following four groups: case studies, conceptual articles, literature reviews and empirical-technical articles. In the current study, data collection was performed using the CAPES Periodicals Portal. Subsequently, the *Strategy & Leadership* journal was chosen because it had the greatest number of articles published regarding the relevant topic. These articles were then read and analyzed. The results of the review led to the confirmation of the following four categories: strategic management, leadership practices, leadership as a strategy and strategic leadership. This article analysis allowed for the identification and confirmation of specific themes that were associated with each category and may support future research, which is the main academic contribution of the current article.

Keywords: Management; Strategy; Leadership.

INTEGRAÇÃO DE ESTRATEGIA Y LIDERAZGO: UNA INTRODUCCIÓN

RESUMEN

Estrategia y liderazgo son conceptos que suelen ser examinados individualmente, ya que los estudios que se centran en esta combinación de estos temas siguen siendo raros. El presente artículo tiene como objetivo examinar las posibilidades con respecto a la integración conceptual de la estrategia y liderazgo a través de una revisión de 2003 a 2014. Durante los procesos de selección y clasificación, se adoptaron tipos específicos de temas y artículos. En cuanto a las tipologías, los artículos se clasificaron en los siguientes cuatro grupos: estudios de casos, artículos conceptuales, revisiones bibliográficas y artículos empírico-técnicos. En el presente estudio, se llevó a cabo la recopilación de datos mediante el Portal CAPES periódicos. Posteriormente, la revista *Estrategia y Liderazgo* fue elegida porque tenía el mayor número de artículos publicados en relación con el tema pertinente. Estos artículos fueron leídos y analizados. Los resultados de la revisión llevó a la confirmación de las siguientes cuatro categorías: gestión estratégica, prácticas de liderazgo, el liderazgo como estrategia y liderazgo estratégico. Este análisis permitió la identificación y confirmación de los temas específicos que se asocia a cada categoría y pueden apoyar la investigación futura, que es la principal contribución académica del artículo actual.

Palabras clave: Gestión; Estrategia; Liderazgo.

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1 INTRODUCTION

The themes of strategy and leadership are commonly addressed individually in previous literature, yet studies integrating the two themes are rare. A transformational leadership approach, for example, focuses on the innovative strategies of an organization, whereas a transactional approach examines the consolidation strategies of an enterprise in the market (Vera & Crossan, 2004). Previous research has indicated that there are positive relationships among leadership and strategy (Westley & Mintzberg, 1989; Graetz, 2000; Elenkov, Judge & Wright, 2005; Oke, Munshi & Walumbwa, 2009; Gumusluoglu & Ilsev, 2009; Jansen, Vera & Crossan, 2009; Moraes, 2012; Shenhar, 2012). As such, the current study investigates this position through a review to examine how these two themes (leadership and strategy) have been treated in an integrated manner.

An article analysis allowed for the identification and confirmation of the following four central categories: a) strategic management, b) leadership practices, c) leadership as a strategy, and, d) strategic leadership. Strategic management refers to the management of the most vital part of a company since it is the driving force of business. Strategic management also refers to the aspect that determines what, how, and why things will be done (Montgomery, 2012), with the aim of establishing distinctiveness in a company's business and promoting the development of a sustainable competitive advantage (Leinwand & Mainardi, 2010). The concept of strategy is similar to that of leadership given that leaders are responsible for design, implementation, and evaluation. Leaders are referred to in the plural sense because the figure of a single leader ruling at the top of an organization has little empirical support (Raelin, 2011).

The characterization of leadership practices is based on a leadership that challenges the rules and inspires a shared vision by enabling others to act by indicating the path that must be followed and encouraging the spirit of an organization (Kouzes & Posner, 2008). Consistent with Javidan and Waldman's (2003) perspective regarding mutual leadership, this characterization favors overcoming the asymmetric and binary relations perspective of a leader and his or her followers.

Leadership as a strategy is evident when the leadership assumes a key role in the deployment of innovative changes in an organizational environment (Vera & Crossan, 2004). This leadership may be from the top, intermediate, or operational levels of an organization, consistent with the notion of full leadership, or being leaderful (Raelin, 2011).

Finally, strategic leadership refers to the ability to anticipate, predict, maintain flexibility and allow others to create strategic changes by targeting multifunctionality and by encouraging collaboration with heterogeneous teams. This type of leadership encourages innovation and strategic change. According to Rowe (2002), strategic leaders combine synergistically by assuming both managerial and visionary leadership roles using strategic control and decision-making.

As such, research examining leadership still focuses on a single leader at the top of an organization. Despite the limitations of this view, it is adopted in numerous articles, which has led to this view becoming applicable. In general, the concepts of strategy and leadership appear to be consistent, suggesting that there is a more consolidated position compared to the possibility of a more explicit integration of these concepts.

The current study aims to answer the following research question: What are the possibilities with regard to the conceptual integration of strategy and leadership? This study examines these possibilities through the implementation of a review from 2003 to 2014, is exploratory in nature, and follows guidelines of the Systematic Review of Literature (SRL).

The current article is structured into four sections in addition to this introduction. The theoretical background section examines the associations between strategy and leadership. The method section describes the procedures involved in planning and operationalizing the review. The results section discusses the presence of thematic categories that strengthen the relations between the two central themes of the current study. The results section also systematizes the article analysis to conceptually integrate the strategy and leadership categories. Finally, a number of final considerations are presented that give rise to reflections regarding the scope of the current study.

2 THEORETICAL BACKGROUND

The notion of strategy is quite dated and can be evidenced in the works of Sun Tzu, including in his book *The Art of War*. In this historical context, strategy refers to the actions of planning and running away from an opponent's vision, whereas tactics refer to the visible actions on the battlefield (Dixit & Nalebuff, 2010). Strategy can be understood as the relation between the qualifications and opportunities that position a company in its environment (Porter, 1998). Senge (2006) stated that strategy refers to both individual

and collective learning, with strategy contributing to organizational learning over time.

Strategic management refers to methods that ensure an organization's success both in the present and in the future (Pearce & Robinson, 2012). It involves steps, such as strategic planning, implementation, and control. Strategic planning aims to identify risks and then to propose plans to minimize and even avoid these risks completely. This can include addressing the strengths and weaknesses of an organization vis-à-vis its competition, as well as alleviating concerns with regard to an organization's environment and market by defining strategies for products and services (Coutinho & Kallás, 2005).

The main elements of strategic management are as follows: a mission statement, business vision, internal/external strategic diagnosis, identification of critical success factors, definition of objectives, stakeholders analysis, formalization of plans, and performance and results audit (Abraham, 2012; Porter, 1998, 2008).

Holland and Ritvo (2008) state that the main advantages of strategic management reside in providing a systemic vision to streamline and justify decisions, establishing the unity of a direction, improving the adaptability and allocation of resources, enhancing motivation, improving control, and systematizing the cycles of continuous improvement in an organization. In addition, strategic management can focus on people management as a source of competitive advantage, which is associated with leadership practices (Fragoso, 2009).

Raelin (2011) discusses the concept of leadership-as-practice, which is more precisely known as full leadership or being leaderful. Prior to his discussion, the prospect of leadership-as-practice was evident (Carroll, Levy & Richmond, 2008), with a focus on daily leadership practices, including aspects related to moral, emotional, and interpersonal relationships. This perspective regarding leadership is broader than the conception of it centered on specific individuals who are endowed with rational attributes, goals, and ideals.

Leadership-as-practice focuses on the where, how, and why with regard to an organization's leadership as compared to who is providing a vision for others to act on independently (Raelin, 2011). The practice of full leadership involves the co-creation of a community for individuals involved in development through free expression and shared commitment. In sum, this perspective does not regard leadership as occurring through the traits or behaviors of particular individuals; rather, it occurs through the practice of leadership itself.

To convey the action of leadership-as-practice, the generic notion of a leadership that challenges the rules, inspires a shared vision, enables others to act, points to the path that must be followed, and encourages the heart should be accepted (Kouzes & Posner, 2008). Thus, leadership becomes operational as a collective property and is not restricted to a single member.

Vera and Crossan (2004) posit that organizational learning that is conducted by an efficient leadership constitutes a fundamental strategic process, which provides a competitive advantage. The authors suggest that strategic leaders can be both transformational and transactional. Transformational leaders explore new forms of learning and highlight unstable environments, whereas transactional leaders strengthen and improve an existing praxis (i.e., exploitation) and are excellent in stable environments. The authors also discuss differences between leadership-as-strategy and strategic leadership. In the first case, the leaders permeate all levels of an organization and there are relationships among them, the followers, and the environment. In contrast, strategic leadership focuses on the people at the top of the organizations. Moreover, leadership in this case does not just focus on relationships, as strategic leadership highlights both the strategic and symbolic factors that are involved.

The conception of strategic leadership highlighted by Rowe (2002) differs from visionary and managerial leaderships. Rowe posited that strategic leadership synergistically combines managerial and visionary leaderships. This type of leader emphasizes ethical behavior and value-based decision-making, oversees operational and strategic responsibilities, formulates strategies for immediate impact and maintains long-term goals to ensure the survival, growth, and long-term viability of an organization. Rowe emphasizes the importance of strategic and financial control and utilizes both tacit and explicit knowledge. In addition, Rowe maintains standard linear and nonlinear thinking concomitantly. In general, strategic leadership refers to the "ability to influence others to take, on a voluntary and routine basis, decisions that increase the long-term viability of the organisation while maintaining the financial stability in the short-term" (Rowe, 2002, p. 10).

Although Ireland and Hitt (1999, p. 43) argue that this type of leadership refers to a "personal ability to anticipate, show, maintain flexibility, think strategically and work with others to initiate changes that create a viable future for the organisation", Rowe's (2002) definition differs with regard to the explanation of the sub-concept of voluntary decision-making and with its focus on the

present and future. In addition, Mintzberg (1998) considers the role of leaders to be like a creator's strategy with the ability to model strategies similar to how a potter forms his work. Having summarized these concepts, next the study's method is presented below.

3 METHOD

The current study is exploratory in nature and follows some guidelines of the SRL, which is a research method used to evaluate the scientific production during a given time period (Okoli & Schabram, 2010; Gough, Oliver, & Thomas, 2012; Angus et al., 2013). SRL consists of identifying, sorting, and analyzing articles according to predefined criteria (Kitchenham et al., 2010).

A basic search was conducted using the CAPES Periodicals Portal in Brazil to identify the possible journals that contain the terms strategy and leadership. The Strategy & Leadership journal (ISSN 1087-8572) was identified. This journal has online articles that are available from 1975 on. Our search was restricted to a period of 11 years (01/01/2003 to 12/31/2014).

The Strategy & Leadership journal consists of more than 271 indexed publications (counting from volume 3 published in 1975 to volume 42 published in 2014). The sample for the current study was selected as follows: We researched the terms strategy and leadership in Abstract Match All and the journal ISSN number 1087-8572 in ISSN Match All from 2003 to 2014 with regard to case studies, conceptual articles, literature reviews, and empirical-technical articles. This typology or classification of articles was defined by an advanced search page of the Emerald Insight. In doing so, we found 56 articles that were available and that addressed both conceptual and strategy leadership. This served as the corpus for the current research.

For the analysis, the 56 articles were read in their entirety and classified according to type (i.e., case studies, conceptual articles, literature reviews, and empirical-technical articles), and the form of integration between the strategy and leadership

concepts (e.g., strategic leadership, leadership as a strategy, or leadership training as a strategy, etc.). Additionally, the references for these articles were used as base data. A table was constructed from the results, which presents the characteristics of the selected articles. Moreover, descriptive summaries were analyzed to examine the form of integration between the relevant concepts. The results are presented next.

4 RESULTS AND DISCUSSION

The 56 selected articles were read and classified according to their topics (i.e., strategic management, leadership practices, leadership as a strategy, and strategic leadership) and their relations to the types (i.e., case studies, conceptual articles, literature reviews, and empirical-technical articles).

In the current study, the classification of an article as a case study occurred when it focused on one or on only a few organizations (i.e., multiple cases) and the investigation was thoroughly conducted to answer the questions of how and why (Yin, 2008). Articles were classified as conceptual when they only addressed theory, did not have data collection, or did not analyze empirical material (Flick, 2014).

Literature review classifications were given to those articles that analysed the mapping of other articles, constituted by state of the art meta-analysis or counterparts. (Mulrow, 1994; Atallah, 1997; Sampaio & Mancini, 2007). The literature review included a general category consisting of all types of documents in addition to the articles, i.e., some which conducted general reviews of previous literature. Finally, the technical-empirical articles consisted of research and technical-methodological papers. These articles presented data that were collected in real-life at exploratory, descriptive, and/or explanatory research levels. A number of case studies were excluded, including more generic large studies and those that had statistical applications (Burrell & Morgan, 1979). Table 1 presents the analyzed articles according to theme and type.

Table 1 - Classification of articles by themes and type

Thematic Category:	Type:	Author/Year:	Quant.:
Strategic Management.	ET	MASON (2003); ALLIO (2005); GIESEN; RIDDLEBERGER; CHRISTNER; BELL (2010); REID ET AL. (2014).	04
	CA	BYRNE; LUBOWE; BLITZ (2007); LEAVY (2013a); ALLIO (2008a); LEAVY (2013b); ALLIO (2008b); LEAVY (2005); DAVIDSON; LEAVY (2008); LEAVY (2013c); MAGRETTA (2012); CALANDRO Jr. (2014); DENNING (2014).	11
	SRL	HENRY (2006a); HENRY (2007a); HENRY (2006b); HENRY (2007b); HENRY (2007c); HENRY, (2006c); ABRAÃO; LEAVY (2007).	07
	CS	LEAVY; MOITRA (2006); DAVIDSON; LEAVY (2007); LINDER (2004); ALLIO; RANDALL (2010).	04
Leadership Practices.	ET	RAYNOR (2012); WATKINS (2004); DAVIDSON; SIMONETTO (2005); FUESSLER (2014); BERMAN; MARSHALL (2014).	05
	CS	RANDALL (2006); AMERNIC; CRAIG (2007).	Continuation...
	CA	LEAVY (2009); RANDALL (2013); HARRIS (2013); PRETORIUS (2009); ALLIO (2008c); ALLIO (2011); ALLIO (2009); EARLY (2010).	08
Leadership as a Strategy.	CA	LEAVY (2011b); LEAVY (2011c); WAI; WONGSURAWAT (2013); LEAVY (2014).	Continued...
	ET	FULMER; STUMPF; BLEAK (2009); ARNONE; STUMPF (2010).	02
	CS	AVERY; BERGSTEINER (2011); CALANDRO Jr. (2010).	02
Strategic Leadership.	SRL	KNIGHT (2005).	01
	CA	LEAVY (2011a); WUNKER (2012); MULLER; VÄLIKANGAS; MERLYN (2005); DAVENPORT (2014); SKARZYNSKI; CROSSWHIT; JONES (2014).	05
	CS	BLAKE; CUCUZZA; RISHI (2003).	01
TOTAL:			56
Legend: case study (CS), conceptual article (CA), systematic review of literature (SRL), empirical-technical (ET).			

Source: Data Analysis, 2014.

Table 1 shows the prominence of publications that focused on strategic management, which included 26 articles distributed across the four types. The largest category (11) of articles were categorized as conceptual articles, which was followed by systematic reviews of literature with 7 articles. The case studies and empirical-technical articles were restricted to 4 articles each. The leadership practices topic appeared in second place with 15 articles, although none were systematic reviews of literature. Most of the articles were conceptual (8 articles). Five were identified as empirical-technical articles, and 2 were identified as case studies.

Leadership as a strategy was the third thematic category analyzed and only had 8 related articles. Additionally, no systematic reviews of the literature were found. Most articles were conceptual, and there were an equal number of empirical-technical articles and case studies. The strategic leadership theme had the lowest number of articles at 7. Among the types, 5 were conceptual articles and there was 1 review of the literature and 1 case study.

Regarding the publications, we noted uniformity across the years, yet we will focus on 2014 and 2008, which had 8 and 7 published articles, respectively. These years had the greatest quantity of publications. However, the overall

average number per year was approximately 4.7, which is reasonable. These data demonstrate the constancy of journal article publications that included the concepts of strategy and leadership.

Regarding the authors of the articles, three were responsible for a high number of publications, 25 articles in total. As such, 45% of the academic work analyzed in the current paper was written by Brian Leavy, Craig Henry, and Robert J. Allio. Brian Leavy, who is at Dublin City University, published 13 articles: 10 individually and 3 in partnership with another author. This author published data relevant to all of the thematic categories, which reveals his representativeness with regard to the associations between leadership and strategy. Robert J. Allio, who is at the School of Management at Rensselaer Polytechnic Institute and the Management at Babson College, and Craig Henry, who is at Oklahoma State University, were notable in that they each had 6 publications and these publications had a distinguished level of specificity. Robert J. Allio published articles about conceptual management strategy and leadership practices, whereas Craig Henry published articles about the use of SRL with regard to strategic management.

A comprehensive analysis of the results indicated that most of the articles associated with the thematic categories of leadership and strategy were of a conceptual nature and/or meta-analysis of other studies. These types of articles corresponded to 64% of all of the articles analyzed, suggesting that studies on leadership and strategy are still in the development stage. Despite the constancy of the average number of publications during the analysis period (2003-2014), we concluded that the subjects had growth potential and should stimulate studies that articulate elements of the leadership process (e.g., leader, followers, and context) with regard to strategy processes.

The next section presents an analysis of the articles identified in the review that were associated with each of the thematic categories, as shown in Table 1.

Strategic management

Mason (2003) discussed the adaptation of planning scenarios for the culture of a company by focusing on three organizational cultures and illustrating how each one uses the planning scenarios for three different purposes (i.e., directional strategy, contingency planning and learning, and team building). In contrast, Byrne, Lubowe and Blitz (2007) conceptually addressed the Six Sigmas approach to boost innovation. They featured the role of transformational leaders as

implementers of operational strategies based on management techniques, such as Six Sigma. Leavy (2013a) updated the classic formula for success by discussing strategic focus, alignment, repetition, and leadership. He highlighted the contributions of various authors and reinforced the importance of strategic positioning as an effective contributing factor for motivation through economic and emotional perspective persuasion. For Leavy, the leader makes a difference by infusing a company's positioning with a strong sense of purpose, reorientation and organization.

Allio (2005) conducted interviews and summarized Henry Chesbrough's contributions to the theme of strategy. He focused on the specialist (Henry Chesbrough) as the creator of an open innovation model. This business strategy requires corporate leaders to review and revise their current business models by considering the open innovation model to maintain a competitive advantage. Henry (2006a) discussed the current state of strategic management with a focus on innovation in the goods and service companies, the trappings of brainstorming, and the formation of commercial databases of intellectual capital. In contrast, Leavy and Moitra (2006) treated the co-creation of value to the client as an alternative for business growth. They argued that top leadership should be able to hear, understand, and learn to respond to clients' creative demands. This strategy promotes innovation by utilizing the explicit and tacit knowledge of a company and through the interactive participation of customers in this process.

Davidson and Leavy (2007) discussed the process of searching for solutions to intractable problems. They demonstrated the importance of innovation when it is the result of seemingly insoluble problems because innovation generates opportunities for an organization to become a marketing pioneer and create competitive advantages. Henry (2007a) reviewed previous literature in such a way as to complement the previous one (HENRY, 2006a) by highlighting topics, such as geographical advantage, collaborative networks, and new pricing strategies. Henry argued that the contributions of these topics should be addressed by the leaders of top internationalized companies.

Allio (2008a) discussed the contributions of Prahalad with regard to the new era of innovation. He posited that companies would go through transformations in the near future, for example, by changing values and product offerings to provide personalized and co-creative experiences. Allio (2008b) also discussed the contributions of Gary Hamel regarding how to reinvent management.

Here, he posited that today's management practices are similar to old technology that needs to be reinvented. His targeted readers are innovation management leaders, as he presents appropriate suggestions regarding how to recruit innovative leaders.

Giesen, Riddleberger, Christner, and Bell (2010) discussed when and how to innovate the business model. They warned that business leaders need to understand when to perform adjustments to an existing business model and when to make more radical changes to it. They conducted a quantitative study involving several companies and distinguished among 28 innovative business models. In contrast, Leavy (2013b) analyzed co-creation and showed how it transforms the competition. He discussed the contributions of Venkat Ramaswamy and how to engage people to create valuable experiences together while reinforcing the networked economy. The leader, in this case, must have the ability to provide these positive networked relations to benefit innovation.

Linder (2004) addressed outsourcing as a strategy for organizational transformation by demonstrating the importance of senior leaders during the process of change. Henry (2006b) reviewed previous literature by integrating the concepts of leadership and innovation, with a focus on the latter. He discussed topics including knowledge, change management, building businesses without trademarks, the valuation of information technology, and the ignorance of crowds as themes that address both concepts. One year later, Henry (2007b) added new themes in a systematic literature review, including successful business models, negative effects of creativity, open economy, and change agent's 'trap'. Henry (2007c) added even more findings regarding the relationship between strategy and leadership by including the technological bridges, corporative chameleons, management bases in evidence, and restrictions that stimulate creativity.

Leavy (2005) posited that senior leaders should be capable of managing on-going risks and encouraging revolutionary innovation. He argued that the culture of trust was critical for promoting learning and providing opportunities for future solutions. Davidson and Leavy (2008) addressed the question of how to make fundamental changes in a business model while running one's own company. They featured the contributions of consultant and writer Chris Zook Bain on the subject, which include the role of hidden assets, the core state of diagnosis, the strategic choices for business growth, and the focus-expand-redefine cycle. In another article, Leavy (2013c) highlighted the contributions of Rita Gunther MacGrath with

regard to transitional benefits savings. In her view, leaders should seize opportunities to make short durations effective in a world of continuous innovation. This complex context requires that leaders radically rethink how to create strategies and manage organizational mind-sets.

Henry (2006c) made a broad contribution through a systematic review that had a target audience of senior managers at the top level of organizations, as well as senior academics. This review identified the best metrics and innovations for business models and highlighted the importance of Master of Business Administration (MBA) as themes that require more research. Magretta (2012) discussed the most recent contributions of Michael Porter to the field of strategic management. Magretta highlighted the most common strategic errors, how to address disruptive technologies and the ability of leaders to identify the sources of constraints for business success. The story of Walter Kiechel III, from the Boston Consulting Group, was highlighted by Allio and Randall (2010), as they emphasized the importance of strategic thinking and intellectual models for leaders when developing strategies to efficiently discover and explore competitive advantages.

Abraham and Leavy (2007) reviewed the literature by Arthur Thompson, AJ Strickland III, and John Gamble. They also revealed new analysis tools and ways to look at strategic issues. Finally, they indicated a number of new concepts and terms that emerged from previous literature as well as new questions about strategic management using the example of strategy in action.

Many new businesses are being formed to offer shared products and services. Denning (2014) described this trend as an access economy, which offers customers the benefits of disintermediation. These businesses include tourist accommodations without hotel chains, local transportation without taxi companies, peer-to-peer lending without banks, and retail storefronts without brokers and leases. Reid et al. (2014) explored the results of a large-scale survey regarding non-profit organizations and described the management and strategic planning that lead to success. Finally, Calandro Jr. (2014) explained how the value of modern investment analysis guides strategists to develop corporate departments.

Leadership practices

Raynor (2012) constructed and empirically tested a model that would be relevant for leaders in the field of venture capital. He presented the design practice of widespread leadership and discussed how it contributes to the formation and

maintenance of intra-organizational start-ups. In addition, he suggested changing the leadership slogan from fail fast to learn quickly. Fail fast is the wrong slogan to have at the beginning of business creation, whereas maintaining the learn quickly slogan may prevent excessive errors, increased costs, and market risks. In turn, Randall (2006) addressed the notion of future business leaders from the perspective of Ralston and Wilson. He questioned whether the top leaders of organizations should engage with the nuts and bolts of planning scenarios. Randall argued that these leaders should use their energy for management of a company's overall strategy. His conception of leadership was related to scenarios and strategy from the perspective of organizational practice, the learning in practice, and planning for the future.

Amernic and Craig (2007) presented cases that revealed the strategic importance of communication among the leaders at the top of an organization. In doing so, they warned about the power of language used by these leaders in their various communications and how it interferes with the stakeholders. They included four types of leaders, as follows: the narcissist, the metaphorical, the eloquent, and the cultural (who create and struggle to maintain a particular culture in an organization). Leavy (2009) offered a number of best practices for managing risk and growth for corporate leaders. He discussed the concepts of strategy and leadership from the perspective of Rita MacGrath according to the growth leading to discovery model. Randall (2013) presented the current tools and techniques that help new leaders accelerate organizational learning and diagnose future situations to develop appropriate strategies. This theoretical article is very prescriptive. Similarly, Harris (2013) suggested a number of continuous learning processes to update and enhance strategic planning scenarios. He focused on the leadership practices and key factors that support the strategic and environmental monitoring of businesses.

Watkins (2004) discussed the first 90 days experienced by a leader within an enterprise. He indicated explicit systematic methods that leaders could utilize to decrease the probability of failure and to reach a break-even point as soon as possible. He also discussed matters of leadership transition, changing from an old to a new leader, and the importance of everyone in a company speaking the same language of change. Similarly, Pretorius (2009) addressed the responsibilities of leadership with regard to newly appointed managers, including the question of how they should prepare. This prescriptive article featured seven restrictive categories that newcomers need to overcome.

Davidson and Simonetto (2005) noted that top leaders should include pricing strategies in their agendas and that the concept of price execution was paramount. Allio (2008c) discussed the contributions of Robert Thomas with regard to how leaders learn. He asserted that companies should develop leaders from within by promoting promising employees based on how effectively they learn from experience. He posited that potential leaders could be developed through personal institutionalized learning strategies, which would serve as leadership education in practice. In his view, aspiring leaders would benefit from difficult experiences, as these would transform their attitudes and behaviors into learning that lasts for a lifetime.

Allio (2011) analyzed previous literature by Henry Mintzberg and noted the worrying trends with regard to current management and leadership in the United States. He argued that there was a complete lack of effective management in addition to inadequate education of management that restricted the teaching of leadership and strategic creative processes for leaders. In a previous article, Allio (2009) addressed five great notions regarding leadership, discussed the challenges of research in this area, and generated suggestions for improving leadership practices. There is a conception that leaders are self-made, which contrasts with the theory that leadership can be taught or that such effective behaviors can be learned. For Allio, leaders learn these behaviors through their own experiences and reflections. In turn, Early (2010) listed several examples of the best decisions from the past two decades and used them to propose his perspective regarding leadership practices.

Fuessler (2014) identified the best leadership practices from IBM. Berman and Marshall (2014) also investigated IBM and identified the following three proactive responses that firms should adopt to prepare for the future: embrace disruption, build shared value, and dare to be open.

Leadership as a strategy

Leavy (2011b) revised Vijay Govindarajan's contributions with regard to leadership as a strategy, suggesting that this would serve as the coach of innovation, a type of transformational leader, and the engine that changes the reality of underdeveloped countries. Leavy also discussed innovation in emerging markets and the importance of the forget-borrow-learn structure, which is induced by innovation managers who lead teams that cover local, regional, and national issues. In his view, an innovative leadership strategy would be to change the conditions within poor countries and,

given this goal, there would not be a single model of success. Leavy (2011c) published another study discussing the concepts of adaptive changes from the perspectives of Richard Pascale and Michael Beer. Here, leaders can identify positive deviant behaviors, turning individual experiences into collective learning. Leavy views transformational leadership as a strategy for collective transformation within an organization.

Wai and Wongsurawat (2013) discussed leadership as a strategy that was capable of overcoming natural disasters with the potential to destroy a company. They addressed factors that contributed to Western Digital's recovery after several floods in Thailand and noted that leadership was a crucial factor for resuming business progress. Fulmer, Stumpf, and Bleak (2009) addressed the strategic development of potential leaders within a company. They focused on disruptive innovation, restructuring, strategic renewal, and corporate mergers as the result of actions and strategies, which indicated the importance of intra-organizational leadership development. Success in the development of the next generation of leaders, they claim, requires the creation of a talent management system, in which the selection, development, performance, succession, and career are all aligned, reviewed, and supported by the senior management of a company.

Avery and Bergsteiner (2011) discussed rare contributions to the practice of leadership as a strategy for companies by using BMW as an example. They showed how many of BMW's strategic practices were based on a consolidated sustainable leadership model. In their account, sustainable leadership is based on practices that increase the resilience and performance of a business, which provides long-term value for all of its stakeholders. Arnone and Stumpf (2010) presented the results of a survey of 19 strategic business leaders. They noted that shared leadership was a strong strategy prior to facing complex competition. In best practice organizations, a shared leadership structure is a strategy that is accepted and utilized initially at the top level of organizations and then at business unit levels. The shared success strategy model generates collaborative roles, rules, and responsibilities that favor the construction of talented transformational leaders.

Calandro Jr. (2010) discussed the success of Teledyne Co., which was represented by Dr. Henry Singleton, when dealing with leadership as a means for creating corporate strategic value. Despite its focus on the field of financial strategy, this article highlighted leadership as a strategy during tough times. Calandro Jr. is one of the first scholars to

discuss analyzing the leadership principles that support corporate financial strategies.

Finally, Leavy (2014) considered some game-changing advice regarding how to manage the fundamental challenges related to the spread of hyper-competition and the speed at which knowledge advantages typically erode. His intent was to advance the dialogue regarding corporate strategies, innovation, leadership, and entrepreneurship functions.

Strategic leadership

Finally, the articles dedicated to strategic leadership focused on the reasons that top leaders failed to listen to their best customers and forgot the contextual signs that could destroy a company's current market (Knight, 2005). Leavy (2011a) focused on the contributions of notable professor and author Roger Martin. He reflected on three topics discussed by Martin, including: the relationship between capitalism-client, integrative thinking, and design thinking. Specifically, Leavy explained the essence of integrative leadership with regard to top leaders and established that they are distinguished more by how they think than on their ability to execute their thoughts. Wunker (2012) provided a conceptual discussion about strategic management as it relates to the pioneering spirit, particularly the actions of a fast follower versus a late one. He focused on business growth strategies from the perspective of leaders. Through reflections and planning, top leaders can identify the advantages and disadvantages of each strategy at every moment and in all contexts to make an acceptable decision (Leinwand & Mainardi, 2010).

Muller, Välikangas, and Merlyn (2005) presented metrics that top executives could use to assess the innovative capabilities of their companies over time, which may combat the insidious strategic decay that often afflicts businesses. Blake, Cucuzza, and Rishi (2003) discussed strategic leadership as a model that was capable of generating shorter production cycles, reducing costs, and developing consumer-centric offerings, with a focus on the American automotive industry.

Davenport (2014) explained how big data is being utilized by leaders at a number of companies to promote better decision-making, particularly with regard to innovation. Yet, Skarzynski, Crosswhite, and Jones (2014) argued that too many large organizations mistakenly view innovation as a capability challenge that can be addressed through the development and allocation of resources when the real problem is a lack of strategic direction and alignment, which results from the insufficient involvement of C-Suite leaders.

The analysis of the articles allowed the development of a table (Table 2) with specific

topics associated with each thematic category, which is presented below.

Table 2 - Thematic categorization from the articles analyzed

THEMATIC CATEGORIES	SPECIFIC THEMES
Strategic Management	Innovation management; scenario planning; strategic positioning; open innovation model; co-creation of value for the client; troubleshooting; outsourcing as a strategy; risk management; sources and constraints for business success; methods to decrease the probability of failure in leaders; pricing strategies as part of a leader's agenda.
Practice of Leadership	Formation and maintenance of intra-organizational start-ups, role of a leader in the management of a strategy; communication strategies among leaders; best practices for managing risk and growth adopted by leaders; techniques to accelerate organizational learning and the development of strategies; leadership strategies to support individual learning; leadership strategies to support the strategic and environmental monitoring of business.
Leadership as a Strategy	Transformative leader as a trainer of innovation; innovative leadership; transformational leadership and collective learning; strategic development of potential leaders; talent management system as a determinant in leadership formation; sustainable leadership; leadership as a strategy to address competition; shared strategies as crucial for developing transformational leaders; leadership and corporate strategic value creation.
Strategic Leadership	Reasons for failures of leadership; essence of integrative leadership; thought processes of exceptional leaders; leader's stance on business growth strategy; innovative capacities of leaders; strategic leadership and management of production.

Source: Data Analysis, 2014.

5 CONCLUSIONS

This systematic review of the literature revealed a positive relationship between the concepts of leadership and strategy. To support a broader review regarding the specifics of each thematic category (strategic management, practice of leadership, leadership as a strategy and strategic leadership), the analysis of the articles allowed the development of specific topics associated with each thematic category.

The thematic categories identified and confirmed in the current study significantly aid in subsidizing the article analysis that revealed specific topics to be addressed in future studies, particularly in the Brazilian context, which characterizes the main academic contribution of this article. It is important to note the emergence of studies associated with the thematic categories of leadership as a strategy (e.g., transformative leader as a trainer of innovation; shared strategies as crucial for developing transformational leaders), and strategic leadership (e.g., reasons for failures of leadership; innovative capacities of leaders).

These specific themes contribute to the establishment of a research agenda examining strategy and leadership that will foster the

generation of knowledge aligned with training prospects and strategies for leaders with the ability to produce social and economic value for companies and for society.

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