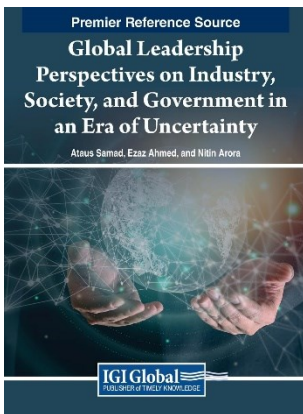


KÖNYVISMERTETÉS / BOOK REVIEW

Global Leadership Perspectives on Industry, Society and Government in an Era of Uncertainty: A critical Review

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Global Leadership Perspectives on Industry, Society, and Government in an Era of Uncertainty, edited by Ataus Samad, Ezaz Ahmed and Nitin Arora, is a text in the *Advances in Logistics, Operations and Management Science (ALOMS)* book series published in 2023. Spanning 378 pages, this collective volume brings together a diverse array of authors including scholars, practitioners and researchers from various fields. These contributors offer a wide range of perspectives on leadership, drawing from their expertise in different domains such as business, education, politics and social sciences.

The book aims to address the complexities and challenges of leadership in the modern era characterized by the acronym VUCA (Volatility, Uncertainty, Complexity and Ambiguity).

Through its six sections, the book delves into the (1) concept of leadership, (2) leadership and gender, (3) leadership in an organizational context, (4) the interplay between leadership, work-life conflict, wellbeing and happiness, (5) the dark side of leadership and (6) emerging leadership paradigms. Notably, it scrutinizes leadership's pivotal role during crises, especially highlighted by the COVID-19 pandemic, offering insights into effective crisis management and decision-making across different cultures and national settings. It

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aims to enrich the discourse on evolving leadership theories, management distinction and its broader implications, thereby serving as a comprehensive resource for managers, academics, researchers and policymakers alike.

In the evolving discourse on leadership within VUCA environments, the book at hand emerges as a pivotal text. This volume positions itself by broadening the scope of inquiry beyond the confines of traditional leadership studies with a practical attitude. Through its rich compilation of chapters, the book traverses the wide range of leadership challenges and strategies across diverse sectors against the backdrop of global unpredictability, which is a theme that has become more relevant than ever due to the COVID-19 pandemic. The book's scientific value is underlined by its contribution to the ongoing debate on coping strategies for organizations navigating VUCA environments. It does so by not only encapsulating but also advancing the dialogues initiated by well-known works in the field, such as those by Hameed & Sharma (2020), Rimita et al. (2019) and Setiawati (2021). Hameed & Sharma's exploration of Generation Z's leadership competencies within a VUCA setting reveals a gap between inherent leadership capabilities and the requisite global leadership competencies for such turbulent times. Rimita et al.'s hermeneutic study of Nigerian executives presents insights into the experiences and strategic responses to VUCA challenges, emphasizing a blend of chaos theory and complexity leadership theories. Meanwhile, Setiawati's investigation into agile leadership and its impact on performance of millennials in uncertain environments highlights the critical role of agility and adaptability in enhancing organizational performance.

The book at hand extends these discussions by providing a panoramic view of leadership roles in steering organizations through crises, offering empirical evidence and theoretical insights into effective leadership practices across different cultural and national contexts. It critically examines the adequacy of existing leadership models in addressing the multifaceted challenges posed by VUCA environments and proposes an integrated framework for understanding and implementing leadership strategies that are both resilient and adaptable.

In conclusion, this volume not only enhances the existing body of research by Hameed & Sharma, Rimita et al. and Setiawati but also advances the academic dialogue by offering a more practice-orientated and comprehensive exploration of leadership in VUCA environments. The interdisciplinary approach, combining theoretical frameworks with practical insights, makes it a good basis for researchers, practitioners and policymakers alike, aiming to navigate the complexities of contemporary leadership challenges.

A major strength of the book is its coverage of contemporary leadership issues such as gender dynamics, organizational well-being and crisis management. The section on “The Dark Side of Leadership” is particularly powerful as it explores toxic behaviors and their organizational consequences, a topic often underexplored in leadership studies. Similarly, the analysis of leadership during the COVID-19 pandemic offers valuable lessons on resilience and adaptability in high-pressure scenarios, supported by empirical evidence from diverse cultural contexts.

While the diversity of perspectives is enriching, it also leads to inconsistencies in the depth and methodological stringency of the chapters. Some contributions provide excellent empirical insights and actionable strategies, while others rely more on theoretical speculation, leaving gaps in practical applicability. For example, the section on “Emerging Leadership Concepts” presents innovative ideas on leadership concepts, but occasionally lacks robust empirical validation that could strengthen its practical relevance.

The book’s contribution to the academic dialogue needs to be underlined, particularly its integration of agility and complexity theories with leadership practices. It builds on foundational work while addressing gaps, such as the global competencies needed to navigate uncertainty, as highlighted by Hameed & Sharma and others. Nevertheless, a more critical evaluation of established leadership models would have advanced the discourse by challenging existing assumptions and proposing alternative frameworks.

Overall, the volume succeeds in presenting leadership as a dynamic and multifaceted phenomenon. Its interdisciplinary approach, although at times inconsistent, makes it a valuable resource especially for practitioners. By combining theoretical depth with practical insights, it makes a significant contribution to the ongoing exploration of leadership in a rapidly changing world.

The relevance of *Global Leadership Perspectives on Industry, Society and Government in an Era of Uncertainty* extends beyond academic discourse and offers essential insights for business practitioners navigating complex and unpredictable business landscapes. Focusing on leadership in VUCA environments, the book provides actionable strategies and frameworks that address the challenges facing modern organizations.

One of the most practical aspects of the book is its exploration of leadership in crisis, particularly in the wake of the COVID-19 pandemic. Business leaders can use these insights to improve decision-making, foster organizational resilience and enhance crisis management strategies. For example, the emphasis on agility and adaptability discussed in the “Emerging Leadership

Concepts” section is directly applicable to organizations seeking to remain competitive in rapidly evolving markets. The frameworks provided can help organizations implement adaptive strategies especially in industries where rapid innovation and responsiveness are critical for the organizational success.

The book also addresses the intersection of leadership and employee well-being, which is a topic of increasing importance in corporate environments. The section on “Leadership, Work-Life Conflict, Wellbeing, and Happiness” offers practical guidelines for creating supportive workplace cultures that prioritize employee satisfaction and mental health. These insights are valuable to human resource professionals and business leaders who want to increase productivity while fostering a positive work environment.

Another area of direct applicability is the discussion of the “Dark Side of Leadership”. By identifying behaviors and patterns that decrease organizational effectiveness, the book provides a cautionary tool for organizations to evaluate and refine their leadership development programs. Organizations can use these insights to identify and mitigate toxic leadership tendencies, thereby improving overall organizational health.

Moreover, the book’s interdisciplinary approach when combining insights from business, education and social sciences, provides business leaders with a holistic understanding of leadership. This makes it a practical resource for training programs, executive coaching and strategic planning. Further to that it can enable organizations to build leadership capabilities that are both resilient and forward-looking.

In summary, the book serves as a valuable guide for corporate practitioners, offering practical tools and strategies for navigating the complexities of modern leadership in dynamic and uncertain environments.

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