

Leading with Vision: Building Organizations for the Next Horizon

Dr. Genu Roney Varghese

Associate Professor,
School of Business and Commerce, Spicer Adventist University,
Pune

Abstract

This chapter examines the way in which leadership requirements are changing in a world of digital discontinuity, complexity of organizations, and increased stakeholder oversight. Based on the proposed framework V.I.S.I.O.N. (including Visionary Foresight, Innovation Culture, Strategic Alignment, Inclusive Leadership, Organizational Agility, and Networked Ecosystems), it provides a framework to create future-ready organizations. The chapter will explore ways in which leaders can thrive with uncertainty by supporting resilience and inclusivity along with innovation, mixing recent literature, conceptual insight, and a real example case study. Strategic and operational implications are presented in order to guide the practice, and future research directions indicate the necessity to confirm the model and modify it in various settings. The chapter can make a contribution to current discussions in the field of leadership by providing a systematic, flexible model that can be used by the organizations attempting to be purpose- and agile-driven in the next frontier of change.

Keywords: Visionary Leadership, Organizational Agility, Innovation Culture, Strategic Alignment, Inclusive Leadership, Digital Transformation, Networked Ecosystems, V.I.S.I.O.N. Framework, Future-Ready Organizations, Change Management, Adaptive Strategy, Leadership Models, Organizational Resilience, Transformational Leadership

1. Introduction

Amid the uncertainties, technological upheavals and changing presence of

society, visionary leadership has become one of the primary drivers of resilient and future-enabled

organizations (Ghadi, 2024; Fan et al., 2023). The research in various industries highlights the achievement of visionary leaders in transforming organization creativity, psychological empowerment and the organization innovation performance (BMC Nursing, 2025; MDPI, 2023; Ram & Dolla, 2023). Loyalty to leaders involving the expression of a clear and persuasive vision not only facilitates goal commitment and creativity but also generates job crafting, trust and cultural fit (Ghadi, 2024; Fan et al., 2023; Xu et al., 2023). Due to the sophisticated nature of current global challenges, a move has been asserted on purposeful, adaptive leadership that is able to incorporate elements of emotional intelligence, foresight, and inclusion in practice within the strategy and culture adopted by organizations (Neumann et al., 2024; Kandasamy, 2024; Anthony, 2024).

A concept previously pushed to the margins of executive thinking, strategic foresight, has become the core of leadership quality and organizational sustainability (Moqaddamerad et al., 2024; Hameed & Saeed, 2023). Literature indicates that foresight attributes when institutionalized by means of learning systems enhance greatly the innovation capability, flexibility, and the transformation of the business models of firms (Gonzalez-Varona et al., 2024; Al-Khlaifat &

Alkshali, 2024). Companies which extensively reuse the futures thinking in the company culture experience up to 200 percent increased growth of market capitalization and 33 percent higher profitability (Wikipedia - Corporate Foresight). Such an evolution of foresight is not only technological, but relational and systemic and demands interdisciplinary work in scenario construction, sensemaking, and participatory innovations (Schoemaker et al, 2025; Hines et al, 2024). Ecosystem thinking is becoming part and parcel of visionary leadership, with co-creation, ethical governing, and joint resilience being the focus (TIME, 2025; Kandasamy, 2024).

Simultaneously, the capability to be flexible and able-bodied has turned into a categorical feature of organizations that triumph in the presence of disturbance (Neumann et al., 2024; Wikipedia - Ambidextrous Organization). The speculative leaders of today have to permit a two-fold strategy: to take advantage of prevailing capabilities and to address the new opportunities, technologies and business shapes (Anthony, 2024; Farhan et al., 2024). Adaptability will also be scripted by way of cross-generational leadership as well as cultural agility that will provide organizations the ability to learn, unlearn, and hence, transform (Xu et al., 2023; Wikipedia - Cultural Agility). In

calmness and panic, in hospitals and universities, in small and large businesses, in global business ecosystems, there is one prescribed teaching, without alternatives and shadow: visionary leadership, backed up by strategic foresight, emotional involvement, myth, sustainability (Fan et al., 2023; Ram & Dolla, 2023; Moqaddamerad et al., 2024). This next chapter examines these emerging paradigms of leading via the V.I.S.I.O.N. framework to bring light into insight on how organizations can lead with clarity, creativity and purpose into the horizon.

2. Literature Review

The history of organizational leadership has seen the shift away of top-down, one-way structured leadership towards the thinking of being flexible and visionary approaches subject to uncertainty, complexity and change brought by technology. The book Laloux (2014) *Reinventing organizations*, George & Clayton (2022) among other seminal works support the change towards purpose-oriented, value-based authentic leadership that needs to be flexible. This corresponds to the criticism of conventional change management expressed by Anand & Barsoux (2017), according to whom leadership usually displays the emotional/psychological dynamics of transformation. Research conducted by

Abubakar et al. (2019) and Fareed et al. (2022) further determine that trust, job satisfaction, and decision-making patterns also serve as necessary leadership mediators that influence the outcomes in the organization. In the context of AI, automation, and digital disruption, through the works of Denning (2020), Iansiti & Lakhani (2020), and Andriole (2019), it is witnessed that the leaders should learn not only about the new technologies but also how to incorporate them in a harmonized vision of readying the organizations.

Digital transformation works as an accelerator and also a disrupter in current business ecosystems. Such authors as Teece (2020) or Del Giudice et al. (2021) and Vial (2021) also state that dynamic capabilities and open innovation are essential to survive amid digital complexity. The works by Matarazzo et al. (2021) and Gonzalez-Varona et al. (2024) demonstrate the usefulness of digital transformation in SME in terms of customer value through foresight and learning-based leadership. Hines et al. (2024) and Al-Khlaifat & Alkshali (2024) reported that foresight is increasingly embedded into the programs of public and private institutions; strategic foresight has become a significant strategy tool of organizational excellence. Hameed & Saeed (2023) supplement this by demonstrating that long-term

sustainability is made possible through organizational wisdom. In the meantime, Reeves & Pidun (2022) and O'Reilly and Binns (2019) focus on using the resources of ecosystems and disruptive innovation phases as strategic recovery conditions. The same relates to the effects of AI on foresight and business performance, which has been discussed by Dwivedi et al. (2021) and Wamba-Taguimdje et al. (2020); the topic of concerns regarding sustainability, especially after COVID, is covered by Amankwah-Amoah (2020), Beier et al. (2020), and Caineng et al. (2023).

Visionary leadership is linked to job crafting, resilience, as well as long-term ethical alignment of visionary leaders, based on a behavioral and an ethical point of view. Ghadi (2024) and Ram & Dolla (2023) deepen the comprehension of vision defining the resiliency perspective within the complex project environment and the role of emotional intelligence as well as the sense of shared purpose. In the era of AI, the ethical issues are even more amplified, with Kandasamy (2024) suggesting ethical leadership frameworks in the technologically advanced environments. This is connected with sustainability and stakeholder-driven leadership stressed upon by Hahn et al., OUHADDA (2023), and Ozdemir et al. (2024). Educational and technological infrastructure also appears in the

literature, such as the instructional frameworks provided in Reiser & Dempsey (2012) as well as information literacy in Bruisten et al. (2006), each being essential to the development of the visionary capacity. The concluding point by Silva J unfior et al. (2022) focuses on the fact that the competitiveness of startups is possible not only due to innovation but due to the possibility of scaling visionary strategies on the grounds of networks. Overall, visionary leadership (based on foresight, ethics, and flexibility) is a factor substantially supported by the body of literature to help shape the organizations of the next horizon.

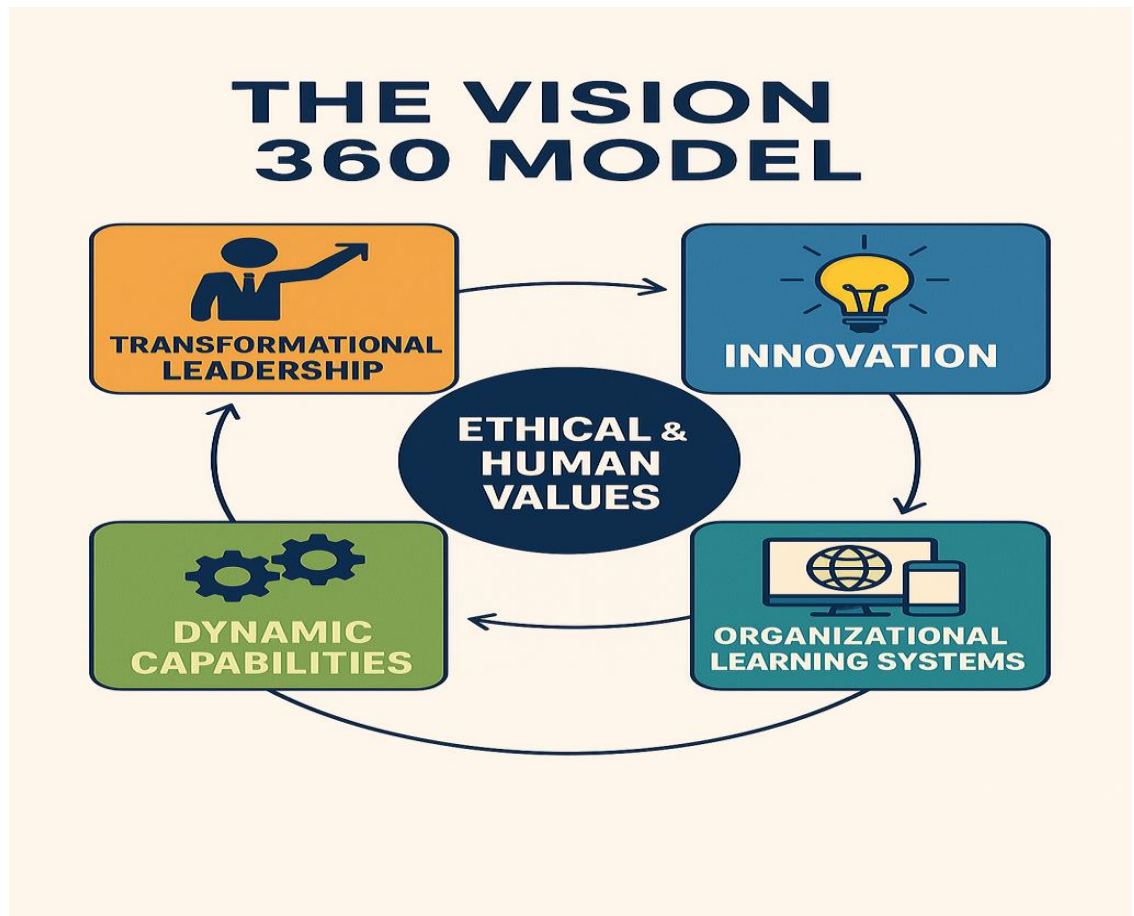
3. Conceptual Framework: The V.I.S.I.O.N. Model

The V.I.S.I.O.N. Model is a strategic leadership system that helps an organization to go through the complexity, change in technology, and future readiness. It represents Visionary Foresight, Innovation Culture, Strategic Alignment, inclusive Leadership, Organizational Agility and Networked Ecosystems. All of them present an essential modern leadership skill. Visionary Foresight involves thinking long-term and conducting environmental scan; Innovation Culture promotes creativity and continuous improvement; Strategic Alignment makes sure that goals, systems and behavior are correlated.

The three components are concentration on internal preparation and orientation on the emergence worldwide and digital trends.

The other three pillars, i.e., Inclusive Leadership, Organizational Agility, and Networked Ecosystems focus on the external flexibility and social intelligence. Inclusive Leadership will encourage ethical action, diversity, and psychological security; Organizational Agility will help the management of firms to adjust rapidly as disruption

occurs; and Networked Ecosystems will necessitate the significance of their cross-sector collaboration, digital platforms, and cooperation with stakeholders. Combining all of these six eventually correlated domains, one gets a holistic blueprint of how one can create resilient, human-oriented, and outward-looking organizations, which can manage in the next horizon.



4. Case Study

Following the increased pressure on competition, led by the entrance of fintech start-ups in the industry and changing digital customer demand, ING Bank, being one of the major financial institutions in the Netherlands, decided to take an ambitious step towards a transformation in 2015. The old-fashioned banking system where everything was placed under a hierarchy, and innovation was not very fast, was not an advantage in a world that relied more on agility, promptness, and digital-first options. Leading a team with champions like Spotify, the leadership team of ING decided to change its entire structure to integrate the concept of Agile in the mainframe of its operations. According to Denning (2020), this transition was not only a process change but a philosophical revolution in the leadership of the organization and its culture and the structure of the team. This bank eliminated vertical silos to use a decentralized organization of acquiring cross-functional teams called squads, tribes, and chapters, which all worked independently, focused on the customer, and made fast decisions.

The change transformation envisaged the C-suite to role reform to that of servant leaders who create trust, alignment and innovations, as opposed to top-down managers. Focus was

given on psychological safety and rolling feedback loops which gave power to employees to own the consequences and make iterations according to the needs of the user. The results of this cultural transformation were direct and visible: the number of cycles of product development was reduced in half, the score of employee engagement improved greatly, and ING achieved improvements in customer satisfaction and digital competitiveness in a considerable degree. The anti-fragile agile transformation of ING has shown how the attributes of the V.I.S.I.O.N. framework, Visions of Foresight, Organizational Agility, Strategic Alignment, and Innovation Culture in particular, can be combined in an effective manner to make legacy organizations future-proof in highly volatile environments. This case can be a good demonstration of how visionary leadership, supported by strategic transformation and shift in cultural development, can re-align big companies to the direction of sustainable innovation and sustainability.

5. Strategic and Operational Implications

The V.I.S.I.O.N. framework offers two strategic lens transformation and day-to-day operational implementation. As a tactic, it promotes leaders to view

vision at par with long term objectives, modify innovation, and develop change predicting adaptive ecosystems. In operation, it also facilitates flexible organizations, collaborations across functions, and participatory decision making which increase rapidity and

input by employees. All these factors make organizations not only survive the disruption but also keep changing to generate sustainable competitive advantage in the changing environment.

Table 1. Strategic and Operational Implications – The V.I.S.I.O.N. Model

Dimension of V.I.S.I.O.N.	Strategic Implication	Operational Implication
V – Visionary Foresight	Requires leaders to anticipate market shifts, emerging technologies, and socio-economic trends to proactively guide transformation.	Develop foresight tools (e.g., scenario planning, trend mapping) and embed them into strategic planning cycles.
I – Innovation Culture	Encourages investment in continuous learning, experimentation, and risk-tolerant environments to drive differentiation.	Set up innovation labs, cross-functional teams, and incentivize intrapreneurship through KPIs and performance systems.
S – Strategic Alignment	Demands alignment of goals across departments and ecosystems, ensuring all efforts contribute to long-term mission and value creation.	Conduct regular strategy reviews, cascade OKRs (Objectives & Key Results), and synchronize cross-unit communication.
I – Inclusive Leadership	Involves empowering diverse voices and fostering a psychologically safe culture that enables creativity and accountability.	Embed DEI (Diversity, Equity & Inclusion) in leadership development, feedback loops, and decision-making processes.
O – Organizational Agility	Enables quick adaptation to change, encouraging decentralized decision-making and responsive, iterative execution.	Implement Agile frameworks (e.g., Scrum, SAFe), flatten hierarchies, and encourage empowered team structures.

N - Networked Ecosystems	Requires open collaboration beyond organizational boundaries, partnering for innovation and accessing new capabilities.	Build strategic alliances, co-develop solutions with startups, and use APIs/data-sharing platforms to enable interoperability.
---------------------------------	---	--

6. Future Research Directions

Future studies ought to aim at increasing the value and level of applicability of the V.I.S.I.O.N. framework to other company profiles, such as SMEs, state-owned organizations, as well as companies that are digitally native. Researchers will have a chance to discover how visionary leadership, and networked ecosystems can be used in emergent markets, remote-first areas, and AI-enhanced businesses. It is necessary to study at more depth how abstract qualities such as strategic foresight and inclusive leadership can be quantified perhaps via the creation of maturity models or diagnostic tools. The concept of agility and innovation culture development may also be studied with the help of interdisciplinary propositions that are made by combining organizational science and technology study and behavioral psychology. Such questions will assist in the refinement of the relevance and adaptation of the framework to future organizational transformation that is full of complexities.

7. Conclusion

Operating in an age of fast technical change, global instability, and shifting stakeholder demands, corporations need to adopt a vision-driven, people-oriented and strategic nimble leadership style. V.I.S.I.O.N. framework is a wholesome framework that considers visionary foresight, innovation culture, strategic alignment, inclusive leadership, organizational agility, and networked ecosystems as the most important pillars any company would require to navigate and win the marketplace. Leaders can transform organizations into organizations that are resilient and transformable, but also able to create value over time; they can accomplish this by spending more time on strategy or purpose and execution or adaptability.

References

1. Abubakar, A. M., Elrehail, H., Alatailat, M. A., & Elçi, A. (2019). Knowledge management, decision-making style and organizational performance. *Journal of innovation & knowledge*, 4(2), 104-114.

2. Al-Khlaifat, A. M., & Alkshali, S. J. The Impact of Strategic Foresight on Organizational Excellence at Al Hussein Bin Talal University.
3. Amankwah-Amoah, J. (2020). Stepping up and stepping out of COVID-19: New challenges for environmental sustainability policies in the global airline industry. *Journal of Cleaner Production*, 271, 123000.
4. Anand, N., & Barsoux, J. L. (2017). What everyone gets wrong about change management. *Harvard business review*, 95(6), 79-85.
5. Andriole, S. J. (2019). Skills and competencies for digital transformation. *It Professional*, 20(6), 78-81.
6. Beier, G., Ullrich, A., Niehoff, S., Reißig, M., & Habich, M. (2020). Industry 4.0: How it is defined from a sociotechnical perspective and how much sustainability it includes—A literature review. *Journal of cleaner production*, 259, 120856.
7. Bruisten, S. M., Nilsson-Ihrfelt, E., Buhrman, M., & Ekselius, L. (2006, November). TOXBASE. *Emerg Med J*. 2006 Aug; 23 (8): 614-7. PMID: 16858093 [PubMed-in process] 24: Team V, Markovic M. Internet advertising of artificial tanning in Australia. In *Oncol Nurs Forum* (Vol. 33, No. 2, pp. 249-54).
8. Bürgel, T. (2023). *Resolving crises and conflicts in family firms in the German Mittelstand: three essays* (Doctoral dissertation, Dissertation, Siegen, Universität Siegen, 2024).
9. Caineng, Z. O. U., Songtao, W. U., Zhi, Y. A. N. G., Songqi, P. A. N., Guofeng, W. A. N. G., Modi, G. U. A. N., ... & Yue, S. H. E. N. (2023). Progress, challenge and significance of building a carbon industry system in the context of carbon neutrality strategy. *Petroleum Exploration and Development*, 50(1), 210-228.
10. Del Giudice, M., Scuotto, V., Papa, A., Tarba, S. Y., Bresciani, S., & Warkentin, M. (2021). A self-tuning model for smart manufacturing SMEs: Effects on digital innovation. *Journal of Product Innovation Management*, 38(1), 68-89.
11. Denning, S. (2020). How the C-suite is embracing Agile. *Strategy & Leadership*, 48(5), 19-24.
12. Dwivedi, Y. K., Hughes, L., Ismagilova, E., Aarts, G., Coombs, C., Crick, T., ... & Williams, M. D. (2021). Artificial Intelligence (AI): Multidisciplinary perspectives

- on emerging challenges, opportunities, and agenda for research, practice and policy. *International journal of information management*, 57, 101994.
13. Fareed, M. Z., Su, Q., Almutairi, M., Munir, K., & Fareed, M. M. S. (2022). Transformational leadership and project success: The mediating role of trust and job satisfaction. *Frontiers in Psychology*, 13, 954052.
 14. George, B., & Clayton, Z. (2022). *True North, Emerging Leader Edition: Leading Authentically in Today's Workplace*. John Wiley & Sons.
 15. Ghadi, M. Y. (2024). Visionary leadership and job crafting: a moderated mediation model. *RAUSP Management Journal*, (ahead-of-print).
 16. Gonzalez-Varona, J. M., López-Paredes, A., Poza, D., & Acebes, F. (2024). Building and development of an organizational competence for digital transformation in SMEs. *arXiv preprint arXiv:2406.01615*.
 17. Hahn, T., Figge, F., Aragón-Correa, J. A., & Sharma, S. (2017). Advancing research on corporate sustainability: Off to pastures new or back to the roots?. *Business & Society*, 56(2), 155-185.
 18. Hameed, H. A., & Saeed, H. K. (2023). The impact of organizational wisdom on Strategic foresight. *Journal of Namibian Studies*, 33.
 19. Hines, A., Vincent, M. J., & Puddy, R. W. (2024). Establishing a Strategic Foresight Learning and Action Network (SF-LAN) at the Centers for Disease Control and Prevention (CDC). *World Futures Review*, 16(3), 244-260.
 20. Iansiti, M., & Lakhani, K. R. (2020). *Competing in the age of AI: Strategy and leadership when algorithms and networks run the world*. Harvard Business Press.
 21. Kandasamy, U. C. (2024). Ethical Leadership in the Age of AI Challenges, Opportunities and Framework for Ethical Leadership. *arXiv preprint arXiv:2410.18095*.
 22. Laloux, F. (2014). *Reinventing organizations* (Vol. 58). Brussels: Nelson Parker.
 23. Matarazzo, M., Penco, L., Profumo, G., & Quaglia, R. (2021). Digital transformation and customer value creation in Made in Italy SMEs: A dynamic capabilities perspective. *Journal of Business research*, 123, 642-656.

24. O'Reilly, C., & Binns, A. J. (2019). The three stages of disruptive innovation: Idea generation, incubation, and scaling. *California management review*, 61(3), 49-71.
25. OUKHADDA, R. (2023). Sustainable business models in the fashion sector: the Safilo Group case.
26. Özdemir, N., Gümüş, S., Kılınç, A. Ç., & Bellibaş, M. Ş. (2024). A systematic review of research on the relationship between school leadership and student achievement: An updated framework and future direction. *Educational Management Administration & Leadership*, 52(5), 1020-1046.
27. Ram, J., & Dolla, T. (2023). Investigating the leadership and visionary capabilities to make projects resilient: Processes, challenges, and recommendations. *Project Management Journal*, 54(5), 523-542.
28. Reeves, M., & Pidun, U. (Eds.). (2022). *Business ecosystems*. Walter de Gruyter GmbH & Co KG.
29. Reiser, R. A., & Dempsey, J. V. (Eds.). (2012). *Trends and issues in instructional design and technology* (p. 408). Boston: Pearson.
30. Silva Júnior, C. R., Siluk, J. C. M., Neuenfeldt Júnior, A., Rosa, C. B., & Michelin, C. D. F. (2022). Overview of the factors that influence the competitiveness of startups: a systematized literature review. *Gestão & Produção*, 29, e13921.
31. Teece, D. J. (2020). Hand in glove: Open innovation and the dynamic capabilities framework. *Strategic Management Review*, 1(2), 233-253.
32. Vial, G. (2021). Understanding digital transformation: A review and a research agenda. *Managing digital transformation*, 13-66.
33. Wamba-Taguimdje, S. L., Wamba, S. F., Kamdjoug, J. R. K., & Wanko, C. E. T. (2020). Influence of artificial intelligence (AI) on firm performance: the business value of AI-based transformation projects. *Business process management journal*, 26(7), 1893-1924.