

# Strategic Leadership and Policy Coherence: A Conceptual Model for Sustainable Organizational Performance

**KORUBO-FI, Alexandra Idaere (PhD)**

Stradivarius Enterprises  
Rivers State Nigeria.

Email: [alexandrafi019@gmail.com](mailto:alexandrafi019@gmail.com)

Phone: +234 8088926420

**John Lebura Barikor(PhD)**

Lebjohn Gloval Redources Nig. Limited

[Johnbarikor@gmail.com](mailto:Johnbarikor@gmail.com)

08030490915

## Abstract:

*This conceptual paper examines how strategic integration influences organizational performance through a policy synthesis lens. Drawing upon the resource-based view, dynamic capabilities theory, and policy synthesis approach, it argues that aligning corporate, business, and functional strategies fosters coherence, adaptability, and sustained competitiveness. The study synthesizes existing literature to develop a policy-oriented framework that links strategic alignment with performance outcomes such as efficiency, innovation, and responsiveness. Findings reveal that strategic integration enhances both operational and strategic effectiveness by harmonizing resources, leadership, and organizational culture. The paper highlights the managerial importance of policy harmonization, leadership development, and technological enablement in sustaining performance. By proposing an integrative model, the study contributes to theory and practice by redefining strategic management as a continuous policy synthesis process essential for long-term organizational success.*

**Keywords:** strategic integration, organizational performance, business policy, policy synthesis, strategic management, competitiveness, adaptability

## Introduction

In today's increasingly complex and dynamic business environment, organizational sustainability depends not only on sound strategic planning but also on coherent alignment between leadership actions and policy frameworks. The need for strategic leaders who can integrate corporate vision, governance, and policy coherence has become imperative for firms seeking long-term competitiveness and social legitimacy (Ali & Anwar, 2021; Chams & García-Blandón, 2019). Strategic leadership transcends traditional management functions by ensuring that strategic intent, ethical governance, and institutional policy operate in synergy to achieve organizational performance objectives (Boal & Hooijberg, 2001; Rowe, 2001).

Over the past decade, global economic disruptions, technological shifts, and sustainability pressures have compelled organizations to rethink the relationship between leadership strategy and policy coherence. Policy coherence refers to the degree to which corporate and institutional policies are mutually reinforcing and consistent across departments, levels, and time horizons (OECD, 2021). Without such coherence, even visionary strategies risk fragmentation, misalignment, and inefficiency (Nilsson et al., 2018). Strategic leaders thus play a critical role in translating policy frameworks into actionable strategies that maintain coherence between business objectives, governance standards, and stakeholder expectations (Aust et al., 2020; Northouse, 2022).

Leadership effectiveness in contemporary organizations cannot be viewed in isolation from broader governance and policy contexts. According to Hitt, Ireland, and Hoskisson (2017), strategic leaders integrate long-term vision with adaptability and institutional awareness, positioning organizations to respond effectively to policy and environmental changes. This integrative function makes strategic leadership essential to policy coherence, as it bridges the gap between regulatory compliance, organizational strategy, and ethical responsibility (Van der Voet, 2014; Maak et al., 2016). Strategic leaders are not merely executors of corporate vision—they are policy translators, ensuring alignment between internal strategies and external expectations within an increasingly regulated global business landscape (Daft, 2021).

In emerging economies, this issue becomes even more critical. The frequent inconsistency of national and organizational policies, coupled with institutional voids, often undermines corporate strategy execution and sustainability performance (Adeleye et al., 2020; Eneh, 2023). Strategic leadership in such contexts must therefore serve as a coherence mechanism, aligning fragmented policies into unified strategic directions that drive innovation, efficiency, and legitimacy (Adegbite et al., 2021). This conceptual study explores how strategic leadership functions as a policy coherence enabler, fostering alignment between governance frameworks and organizational strategy for sustainable performance.

## **Literature Review**

The literature on strategic leadership and policy coherence has evolved significantly, reflecting a convergence of ideas from strategic management, governance, and sustainability studies. This section synthesizes three key thematic areas that underpin the conceptual development of this study: (1) strategic leadership theory and practice, (2) policy coherence and organizational governance, and (3) the integration of strategic leadership and policy coherence for sustainability.

### **Strategic Leadership Theory and Practice**

Strategic leadership is generally conceptualized as the capacity of leaders to anticipate, envision, maintain flexibility, and empower others to create strategic change for sustainable success (Hitt et al., 2017; Boal & Hooijberg, 2001). Unlike operational or transactional leadership, which focuses on short-term objectives, strategic leadership emphasizes long-term organizational vitality and the alignment of vision, mission, and resources (Rowe, 2001; Finkelstein et al., 2009).

The Upper Echelons Theory provides a useful lens for understanding how leaders' experiences, values, and cognitive frames influence strategic decision-making and policy interpretation (Hambrick & Mason, 1984; Wang et al., 2016). Similarly, the Dynamic Capabilities Framework links strategic leadership to an organization's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments (Teece, 2018).

Recent scholarship extends this understanding to the sustainability domain, arguing that strategic leaders must balance financial performance with ethical and social imperatives (Maak et al., 2016; Stahl & Sully de Luque, 2014). In this sense, leadership becomes not only a function of managerial cognition but also a mechanism of institutional stewardship, fostering coherence among economic, social, and environmental priorities (Avery & Bergsteiner, 2011).

In the context of emerging markets, strategic leadership plays a crucial role in navigating institutional uncertainty, resource scarcity, and policy volatility (Adeleye et al., 2020). Leaders in such environments must develop adaptive strategies that harmonize corporate objectives with national policy frameworks to achieve sustained organizational legitimacy (Eneh, 2023).

### **Policy Coherence and Organizational Governance**

Policy coherence, as defined by the Organisation for Economic Co-operation and Development (OECD, 2021), refers to the systematic promotion of mutually reinforcing policy actions across government and

corporate domains to achieve consistent outcomes. Within organizations, policy coherence reflects the alignment between strategic goals, operational practices, and governance systems (Nilsson et al., 2018). Scholars argue that incoherent policy environments often result in organizational inefficiency and governance gaps (Howlett & Rayner, 2007). In contrast, coherence ensures that policies are complementary, cross-functional, and integrated into strategic planning processes (Candel & Biesbroek, 2018). This alignment facilitates organizational learning and improves institutional accountability, particularly in firms operating across multiple regulatory regimes (Jordan & Lenschow, 2010).

From a corporate governance perspective, policy coherence strengthens the link between strategic leadership and ethical accountability (Aguilera et al., 2018). Coherent policies act as organizational anchors that prevent ethical drift, ensuring decisions are guided by shared principles rather than isolated departmental mandates (Chams & García-Blandón, 2019). In today's globalized economy, coherence also enhances an organization's responsiveness to sustainability standards such as the United Nations Sustainable Development Goals (SDGs) (Nilsson et al., 2018; OECD, 2021).

### **Integrating Strategic Leadership and Policy Coherence for Sustainability**

The intersection of strategic leadership and policy coherence offers a fertile ground for advancing sustainable organizational performance. Leadership provides the visionary and integrative capabilities, while policy coherence provides the institutional framework for implementation (Maak et al., 2016; Boal & Hooijberg, 2001). When these dimensions align, organizations experience synergistic benefits—strategic clarity, ethical resilience, and sustained competitiveness.

Scholars suggest that leaders act as policy integrators, ensuring that internal and external policies—on governance, human resources, innovation, and sustainability—are aligned with organizational mission and stakeholder expectations (Hitt et al., 2017; Van der Voet, 2014). The literature further highlights that strategic leaders who promote policy coherence foster cross-functional communication and organizational adaptability, key enablers of long-term sustainability (Candel & Biesbroek, 2018; Avery & Bergsteiner, 2011).

Empirical observations from multinational corporations reveal that coherent leadership-policy interfaces improve employee engagement, innovation outcomes, and corporate legitimacy (Aguilera et al., 2018; Stahl & Sully de Luque, 2014). Conversely, misalignment between leadership vision and policy frameworks can create fragmentation and erode performance (Nilsson et al., 2018). Thus, integrating strategic leadership and policy coherence is essential not only for governance efficiency but also for creating sustainable competitive advantage in dynamic environments (Teece, 2018; Eneh, 2023).

### **Methodology**

This study adopts a conceptual and integrative synthesis approach, designed to consolidate existing theoretical and policy literature on strategic leadership and organizational coherence. Conceptual synthesis is a recognized method in management and policy research that seeks to identify, analyze, and combine insights from multiple theoretical and empirical streams to advance understanding and propose new relationships among constructs (Jaakkola, 2020; MacInnis, 2011). Unlike empirical methods that rely on primary data collection, conceptual synthesis allows the researcher to engage in interpretive theorizing, drawing on extant studies to establish linkages, propositions, and frameworks relevant to the research question (Snyder, 2019). In this paper, the conceptual synthesis process involved a structured literature search across peer-reviewed journals, organizational policy documents, and sustainability reports published between 2000 and 2025. Sources were drawn from major academic databases such as Scopus, Web of Science, and Google Scholar, using keywords such as strategic leadership, policy coherence, organizational governance, and sustainable performance. The selection criteria prioritized theoretical contributions and conceptual discussions rather than empirical case studies, ensuring a strong foundation for abstract reasoning and model development.

The analytical approach followed the three-stage model of conceptual development proposed by MacInnis (2011):

1. Identification and Clarification of Constructs – defining strategic leadership and policy coherence as distinct yet interrelated dimensions of sustainable strategy;
2. Specification of Relationships – examining how leadership behaviors influence policy integration and coherence; and
3. Integration and Proposition Formulation – proposing mechanisms that link strategic leadership to sustainable organizational performance through policy alignment.

This iterative synthesis was guided by Institutional Theory (DiMaggio & Powell, 1983) and Strategic Leadership Theory (Boal & Hooijberg, 2001), which together provide the theoretical scaffolding for understanding how leaders align organizational behavior with external policy frameworks and institutional norms. Institutional Theory explains how organizations conform to established rules and social expectations to achieve legitimacy, while Strategic Leadership Theory emphasizes how leaders shape and direct organizational systems toward long-term value creation (Hitt et al., 2017; Finkelstein et al., 2009).

By merging these perspectives, the study develops a conceptual model of strategic coherence, where leadership operates as the mediating force between institutional pressures and sustainable organizational outcomes. This conceptual methodology enables the formulation of testable propositions for future empirical work, while simultaneously offering a policy synthesis applicable to governance, human capital management, and sustainability practices.

This approach also aligns with the qualitative meta-synthesis tradition in management research, which aims to reinterpret and extend existing theories rather than produce numerical generalizations (Weick, 1989; Snyder, 2019). Through systematic literature integration and theoretical triangulation, this study generates a conceptual model capable of informing both scholarly debate and policy formulation in strategic management.

## **Findings and Discussion**

The conceptual synthesis yielded three major findings on the intersection of strategic leadership and policy coherence as drivers of sustainable organizational performance. These findings reflect patterns observed in the literature and are presented here as interrelated conceptual insights rather than empirical test results.

### **Strategic Leadership as an Integrative Mechanism**

The first major finding emphasizes that strategic leadership functions as a coherence mechanism that aligns internal strategies with external policy demands. Leaders who adopt integrative and adaptive leadership styles foster unity between organizational vision, operational policies, and institutional frameworks (Boal & Hooijberg, 2001; Hitt et al., 2017). Through a shared strategic vision and ethical orientation, leaders create consistency in decision-making and ensure that organizational objectives reinforce societal and regulatory goals (Maak et al., 2016).

In this context, strategic leadership is not limited to managing internal operations but extends to interpreting and translating policy directives into actionable corporate strategies (Finkelstein et al., 2009; Aguilera et al., 2018). For instance, research suggests that leaders who emphasize policy coherence are better positioned to manage complexity, coordinate cross-departmental activities, and embed sustainability values across functional areas (Candel & Biesbroek, 2018). This integrative orientation reduces strategic ambiguity and enhances corporate legitimacy within volatile policy environments, particularly in emerging markets where institutional gaps are common (Adeleye et al., 2020; Eneh, 2023).

### **Policy Coherence as a Strategic Capability**

The second finding identifies policy coherence itself as a strategic capability that contributes directly to sustainable performance. When organizations maintain consistent and harmonized policies across departments—such as human resources, governance, and sustainability—the result is improved organizational resilience and ethical accountability (Nilsson et al., 2018; OECD, 2021).

Policy coherence ensures that leadership decisions are systemically aligned, avoiding duplication, contradiction, or mission drift. This internal alignment supports what Teece (2018) refers to as dynamic capabilities—the ability of firms to integrate, build, and reconfigure competencies in response to change. Coherent policy structures also provide clarity of purpose, enabling employees to understand how their roles contribute to collective outcomes (Jordan & Lenschow, 2010).

At the corporate governance level, coherence reinforces transparency and supports consistent stakeholder communication, which strengthens trust and legitimacy (Aguilera et al., 2018). In sum, the findings suggest that organizations that institutionalize policy coherence develop a strategic architecture capable of sustaining performance amid uncertainty and regulatory change.

### **Strategic Coherence and Sustainable Performance**

The third key finding integrates the first two, proposing that strategic coherence—the alignment between leadership intent and policy systems—is the crucial link between governance structures and sustainable outcomes. Strategic coherence emerges when leadership actions, institutional norms, and policy frameworks operate in mutual reinforcement (Rowe, 2001; Avery & Bergsteiner, 2011).

Scholars have demonstrated that coherent organizations exhibit superior adaptive capacity and long-term performance, as leaders continuously recalibrate strategies to maintain alignment with changing policy and market contexts (Hitt et al., 2017; Maak et al., 2016). In such organizations, sustainability becomes embedded in both strategic intent and operational execution (Chams & García-Blandón, 2019).

The integrative role of leadership is particularly critical in translating institutional pressures—such as environmental, social, and governance (ESG) standards—into actionable policy and culture (DiMaggio & Powell, 1983; Stahl & Sully de Luque, 2014). By embedding coherence at the strategic core, leaders enhance both organizational legitimacy and competitive advantage. This interplay suggests that strategic leadership acts as both the catalyst and custodian of coherent policy systems that drive sustainable organizational success.

### **Conceptual Proposition Summary**

Based on the above synthesis, three core conceptual propositions are advanced:

1. Proposition 1: Strategic leadership serves as an integrative mechanism that aligns corporate vision with institutional and policy frameworks, thereby enhancing organizational coherence.
2. Proposition 2: Policy coherence operates as a dynamic strategic capability that fosters adaptability, ethical accountability, and sustained performance.
3. Proposition 3: Strategic coherence, achieved through the integration of leadership intent and policy systems, leads to superior sustainable organizational outcomes.

These propositions collectively contribute to theory by emphasizing coherence as a mediating construct—linking leadership strategy to sustainability outcomes—and to practice by guiding how organizations can institutionalize leadership-driven policy alignment.

### **Practical and Managerial Implications**

The synthesis of strategic leadership and policy coherence offers significant implications for business executives, policymakers, and organizational strategists. In contemporary business environments characterized by volatility, uncertainty, complexity, and ambiguity (VUCA), managers require integrative competencies that link internal decision-making with external policy environments. Strategic leaders who



understand the interplay between corporate policy, institutional regulation, and global governance can steer organizations toward resilience and sustainability (Mintzberg, 2019; Teece, 2020).

At the organizational level, this study highlights the necessity of embedding policy coherence mechanisms within corporate strategic planning. This includes creating cross-functional policy committees, strategic alignment audits, and internal governance frameworks that ensure compliance while preserving innovation capacity (OECD, 2021; Hitt et al., 2017). Such mechanisms not only reduce duplication and resource wastage but also enhance corporate legitimacy and stakeholder confidence.

For managers, the framework underscores the importance of strategic adaptability — the ability to reinterpret policy changes as opportunities for innovation rather than constraints. As organizations operate across multiple regulatory environments, leaders who cultivate policy literacy and institutional sensitivity can identify synergistic intersections between public policy and private strategy (Porter & Kramer, 2011; Van der Voet, 2014).

From a human resource and organizational development perspective, policy coherence also implies aligning internal HR practices with broader strategic objectives. Leadership development programs, ethics training, and inclusive governance systems contribute to reinforcing coherence between leadership behavior and corporate policy commitments (Maak et al., 2016; Chams & García-Blandón, 2019). When managers internalize these principles, organizational cultures evolve toward transparency, shared purpose, and social accountability.

At the macro level, the findings suggest that public–private partnerships should be designed to reinforce coherence between government policy objectives and private sector innovation strategies. This alignment encourages knowledge sharing, co-regulation, and mutual accountability (Adeleye et al., 2020). Business leaders in emerging markets, particularly within Africa, can use this framework to navigate institutional voids by proactively engaging in policy dialogues and institutional capacity building (Eneh, 2023).

In essence, managerial success in today's policy-driven business landscape depends not only on market acumen but also on strategic policy intelligence — the capability to anticipate, interpret, and integrate policy developments into long-term strategic trajectories. By institutionalizing policy coherence within strategy formulation and leadership practices, managers can transform compliance into a competitive advantage (Boal & Hooijberg, 2001; Hitt et al., 2017).

### **Theoretical Implications**

The conceptual synthesis of strategic leadership and policy coherence contributes meaningfully to advancing business administration and organizational strategy literature. By integrating perspectives from strategic leadership theory, institutional theory, and policy coherence frameworks, this study establishes a multi-level understanding of how leadership behavior and institutional alignment drive organizational effectiveness (Boal & Hooijberg, 2001; Hitt et al., 2017; DiMaggio & Powell, 1983).

### **Integration of Strategic Leadership and Institutional Theory**

This paper demonstrates that strategic leadership extends beyond organizational boundaries to include institutional sensemaking and policy translation. Traditional leadership theories often emphasize vision, decision-making, and influence within firms (Rowe, 2001), yet the concept of policy coherence introduces a systemic dimension — requiring leaders to interpret and reconcile competing policy demands (Maak et al., 2016). The theoretical integration, therefore, underscores leadership as an institutional bridge, balancing organizational objectives with external governance expectations (Adeleye et al., 2020).

### **Advancing Policy Coherence as a Strategic Construct**

Policy coherence has been primarily studied in public administration (OECD, 2021; Nilsson et al., 2018), but this paper positions it as a strategic construct relevant to corporate management. The theoretical implication

is that organizational policy alignment can be conceptualized as a dynamic capability — a resource that enables firms to adapt and align internal processes with shifting institutional environments (Teece, 2020). In this sense, policy coherence becomes a determinant of strategic agility and long-term resilience.

## Conclusions

This paper has presented a conceptual synthesis linking strategic leadership and policy coherence within the broader framework of business administration and organizational strategy. By drawing from strategic leadership theory, institutional theory, and policy coherence frameworks, the study contributes to an emerging understanding of how leadership actions can serve as a mechanism for policy alignment, organizational legitimacy, and sustainable competitiveness (Boal & Hooijberg, 2001; DiMaggio & Powell, 1983; Teece, 2020).

The discussion establishes that policy coherence is not solely the domain of public policy or government regulation; rather, it is an essential strategic function within corporate governance. Strategic leaders play a pivotal role in integrating regulatory expectations, stakeholder demands, and internal processes to achieve coherence between policy and practice. This conceptual integration enhances both strategic alignment and institutional trust — two determinants of organizational effectiveness and longevity (Hitt et al., 2017; Maak et al., 2016).

Furthermore, the analysis emphasizes that leadership effectiveness extends beyond technical decision-making and strategic visioning. It involves institutional sensemaking, where leaders interpret external policy frameworks and translate them into actionable internal strategies. This process transforms policy compliance into strategic capability, reinforcing the idea that leadership excellence and policy coherence are mutually reinforcing dimensions of organizational success (Mintzberg, 2019; Van der Voet, 2014).

From a business administration perspective, the synthesis underscores the relevance of strategic leadership in developing organizations that are not only competitive but also responsible and institutionally embedded. The ability to navigate complex governance landscapes — particularly in emerging economies like Nigeria — depends on how effectively leadership aligns corporate strategies with institutional frameworks and national development objectives (Adeleye et al., 2020; Eneh, 2023).

## Recommendations

Recommendations are structured around three key domains: organizational practice, public policy integration, and future research.

### Organizational Practice

Organizations should institutionalize policy coherence mechanisms within their strategic management systems. This involves developing internal policy units or strategy offices responsible for monitoring regulatory changes, interpreting policy trends, and aligning them with business objectives. Embedding policy literacy into leadership development programs will also enhance leaders' ability to anticipate institutional shifts and design adaptive strategies (Hitt et al., 2017; Teece, 2020).

Furthermore, firms should promote cross-departmental collaboration to ensure that strategic decisions reflect policy realities and stakeholder expectations. Encouraging interdepartmental coordination and creating “policy–strategy integration teams” can reduce fragmentation and improve decision quality (OECD, 2021). Leadership performance evaluation should also include criteria assessing how effectively leaders promote coherence between policy obligations and strategic execution (Maak et al., 2016).

### Public Policy and Institutional Integration

Governments and regulatory institutions are encouraged to foster public–private partnerships that support knowledge exchange and institutional alignment. Policymakers should view private firms not merely as

implementers but as co-creators of sustainable policy solutions (Adeleye et al., 2020). In emerging markets such as Nigeria, collaborative policy platforms can address institutional voids by enabling dialogue between industry associations, academic researchers, and government agencies (Eneh, 2023).

In addition, regulatory frameworks should emphasize policy coherence across sectors, reducing overlaps and contradictions that undermine private-sector innovation. Institutionalizing coherence councils or inter-agency policy review committees will ensure that government directives complement, rather than constrain, organizational strategy (Nilsson et al., 2018).

### Scholarly and Conceptual Development

For the academic community, this paper recommends advancing research on strategic policy coherence theory — a framework exploring how leadership practices influence institutional alignment and vice versa. Future studies should empirically test the propositions developed here using cross-national or sectoral analyses to refine the conceptual model and validate the theoretical linkages between leadership behavior, institutional adaptation, and policy outcomes (Boal & Hooijberg, 2001; Van der Voet, 2014).

Finally, scholars are encouraged to explore the ethical dimensions of policy coherence within leadership studies. Integrating corporate ethics, sustainability goals, and institutional accountability can expand the theoretical boundaries of strategic leadership, producing models more responsive to global governance and sustainability imperatives (Chams & García-Blandón, 2019; Maak et al., 2016)

### References

- Adegbite, E., Amaeshi, K., & Nakajima, C. (2021). Corporate governance and responsibility in Africa: Reimagining institutional reform. *Journal of Business Ethics*, 169(4), 687–705. <https://doi.org/10.1007/s10551-020-04539-2>
- Adeleye, I., Esposito, M., & Yücel, G. (2020). Rethinking business responsibility in Africa: Sustainability and corporate governance in a changing environment. Springer.
- Adeleye, I., Esu, B., & Ibeh, K. (2020). The changing dynamics of business and government relations in Africa. Palgrave Macmillan.
- Aguilera, R. V., Judge, W. Q., & Terjesen, S. A. (2018). Corporate governance deviance. *Academy of Management Review*, 43(1), 87–109.
- Ali, A., & Anwar, S. (2021). The effect of strategic leadership on organizational performance and core competencies: Evidence from Pakistan. *European Online Journal of Natural and Social Sciences*, 10(1), 1–18.
- Aust, I., Matthews, B., & Muller-Camen, M. (2020). Common good HRM: A paradigm shift in sustainable HRM. *Human Resource Management Review*, 30(3), 100705.
- Avery, G. C., & Bergsteiner, H. (2011). Sustainable leadership: Honeybee and locust approaches. Routledge.
- Boal, K. B., & Hooijberg, R. (2001). Strategic leadership research: Moving on. *The Leadership Quarterly*, 11(4), 515–549.
- Candel, J. J. L., & Biesbroek, R. (2018). Policy integration in the EU governance of food security. *Food Security*, 10(1), 195–207.
- Chams, N., & García-Blandón, J. (2019). Sustainable or not sustainable? The role of leadership in the sustainability journey. *Sustainability*, 11(21), 1–23.
- Daft, R. L. (2021). *The leadership experience* (8th ed.). Cengage Learning.
- DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147–160.
- Eneh, O. C. (2023). Policy integration and strategic leadership in emerging markets. *Journal of African Business*, 24(2), 211–229.



- Finkelstein, S., Hambrick, D. C., & Cannella, A. A. (2009). *Strategic leadership: Theory and research on executives, top management teams, and boards*. Oxford University Press.
- Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of Management Review*, 9(2), 193–206.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2017). *Strategic management: Competitiveness and globalization* (12th ed.). Cengage Learning.
- Howlett, M., & Rayner, J. (2007). Design principles for policy coherence: Systematic policy design and the craft of policy integration. *Policy Sciences*, 40(3), 223–249.
- Jaakkola, E. (2020). Designing conceptual articles: Four approaches. *AMS Review*, 10(1–2), 18–26.
- Jordan, A., & Lenschow, A. (2010). Environmental policy integration: A state of the art review. *Environmental Policy and Governance*, 20(3), 147–158.
- Maak, T., Pless, N. M., & Voegtlin, C. (2016). Business statesman or shareholder advocate? CEO responsible leadership styles and the micro-foundations of political CSR. *Journal of Management Studies*, 53(3), 463–493.
- MacInnis, D. J. (2011). A framework for conceptual contributions in marketing. *Journal of Marketing*, 75(4), 136–154.
- Nilsson, M., Chisholm, E., Griggs, D., Howden-Chapman, P., McCollum, D., Messerli, P., & Stafford-Smith, M. (2018). Mapping interactions between the sustainable development goals: Lessons learned and ways forward. *Sustainability Science*, 13(6), 1489–1503.
- Nilsson, M., Griggs, D., & Visbeck, M. (2018). Policy coherence and the Sustainable Development Goals: Framing, mapping, and measuring. *Sustainability Science*, 13(4), 1145–1157.
- Northouse, P. G. (2022). *Leadership: Theory and practice* (9th ed.). Sage Publications.
- OECD. (2021). *Policy coherence for sustainable development 2021: Empowering people and ensuring inclusiveness and equality*. OECD Publishing.
- OECD. (2021). *Policy coherence for sustainable development 2021: Empowering people for a just transition*. OECD Publishing.
- Rowe, W. G. (2001). Creating wealth in organizations: The role of strategic leadership. *Academy of Management Executive*, 15(1), 81–94.
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339.
- Stahl, G. K., & Sully de Luque, M. (2014). Antecedents of responsible leader behavior: A research synthesis, conceptual framework, and agenda for future research. *Academy of Management Perspectives*, 28(3), 235–254.
- Teece, D. J. (2018). Dynamic capabilities as (workable) management systems theory. *Journal of Management & Organization*, 24(3), 359–368.
- Van der Voet, J. (2014). The effectiveness and specificity of change management in a public organization: Transformational leadership and a bureaucratic organizational structure. *European Management Journal*, 32(3), 373–382.
- Waldman, D. A., & Balven, R. M. (2014). Responsible leadership: Theoretical issues and research directions. *Academy of Management Perspectives*, 28(3), 224–234.
- Wang, G., Holmes Jr, R. M., Oh, I. S., & Zhu, W. (2016). Do CEOs matter to firm strategic actions and firm performance? A meta-analytic investigation based on Upper Echelons Theory. *Personnel Psychology*, 69(4), 775–862.
- Weick, K. E. (1989). Theory construction as disciplined imagination. *Academy of Management Review*, 14(4), 516–531.