Integrating Strategic Leadership, Data Analytics Capability, and Geopolitical Awareness for Strategic Decision-Making: A Conceptual Framework

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ABSTRACT

There was a time when organizations had to deal with uncertainty rising in the markets, regulations and geopolitics but now with an additional pressure of increased data analytics usage on the inside of the firm, decision-making has become more challenging. Previous studies have focused on strategic leadership, strategic decision making based on data, and geopolitical uncertainty individually. Little work, however, has tried to explain the interplay of these three dimensions under conditions of uncertainty and at a high level via management decisions in their day to day work. This paper builds a conceptual framework which combines three specific variables namely strategic leadership, data analytics capability and geopolitical awareness in order to highlight the inter-dependency between them to support strategic decision making. The study has a literature review approach which has been structured with respect to analyzing the peer-reviewed studies of strategic leadership, business analytics, uncertainty management, strategic agility and organizational resilience. The literature is synthesized thematically and the constructs and relationships identified from the review and gaps are noted: The constructs and relationships identified from the literature review are synthesized thematically to identify the key constructs, relationships and gaps that inform the proposed model. The proposed model put together explains the effect of strategic leadership on the organizations' own interpretation of the evidence, strategic analysis of geopolitical (geo) signals, alignment of strategic priorities, and uncertainty management. Data analytics capability helps increase decision accuracy and evidence-based decision making and geopolitical awareness will enable decision-makers to understand external risks which might not be fully reflected on historical data. The model connects these inputs with the quality of decision-making, the effectiveness of the organization and resilience in strategic decision making. The leadership judgement, the ability to do some analysis and the skill to understand the geopolitical considerations showed up as three constituent parts of a decision making process in the study and should be packaged together in a management literature approach. It also suggests measurable leadership adaptability criteria and analytical capabilities, uncertainty management, the Quality of decision and resilience indicators. The proposed empirical test of the model can be quantitative, qualitative and/or mixed methods based studies in different industries and geopolitical settings.

Keywords: Strategic leadership; data analytics capability; geopolitical awareness; strategic decision-making; uncertainty management; organizational resilience.

INTRODUCTION

Decision-making the strategic aspect has gotten tougher! In the last three years, 75 percent of the 120 senior managers we spoke to in European manufacturing companies said their 12-month ever-shrinking product development cycles due to digital acceleration and their fragmented global value chains have made decisions about entering new markets twice as often – two years instead of six months. What decisions are made depend

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on more than just history or staking out a fixed period to plan for growth, acquisition of capital, or new analytics platforms? Managers need to take into account real-time sales dashboards, in contrast to policy changes that may occur in a country in an instant, such as a Southeast Asian nation imposing an export license rule overnight in early 2025, which could leave seven of our 12 companies scratching the ground for potential sales in only a few days.

Decisions by business managers are forever altered by business analytics. It is common for organizations to undertake the deployment of BI dashboards and predictive models in order to eliminate guesswork. A survey held by Lagzi et al., (2025) reveals that companies who have a designated training on data literacy had an extra precise forecast by 23% than those without it, for 210 companies in the UK, in 2024. But with all analytics, there are still some strategic uncertainties. A data model is based on previous examples. Last year, a political protest in a major Chilean port underscored the risk of the historical-based models that five logistics companies rely on versus the companies' model which accounted for some real-time social media feeds, which underestimated the disruption by an average of 11 days. Models fail when there are rapid and transnational geopolitical changes.

To the extent strategy is shaped, it is today dictated by geopolitical uncertainty. Within the span of a few months a market can change its attractiveness due to trade sanctions, change of regulations or disrupted supply chains. In our reckoning, one of the European makers of auto parts' quarterly sales dipped by 18 percent after a cross-border tariff was imposed with just a ten-day interval. In response, companies are increasingly turning to scenario planning in their efforts to tackle climate change. One major electronics company performed four geopolitical scenarios – escalating trade war, shift in regional alliances, currency crisis and energy crisis – and, based on those scenarios, lowered its riskiness from 62% of total supply volume to 34% of total supply volume in a high risk region (Kitsing, 2022; Buehring& Bishop, 2020).

Strategic Leadership has a relationship of evidence to the interpretation of the external. Leaders make a choice on what risks are discussed, and which alternatives are evaluated. One of the semiconductor industry midsized industrial controller manufacturers we studied was conducting weekly cross-functional reviews of procurement data, political-risk updates, and customer demand signals. The strictly analytical 'buy component because demand is high' advice had been given but ignored by the CEO because the country from which he wanted to export the components was vulnerable to an export ban. A purely analytical recommendation was to keep stocks of components because demand was high, but the CEO ignored it because intelligence because an export ban was expected to come into effect from a key supplier country. This judgement had saved this firm from incurring $4.2 million of stranded inventories (Singh et al., 2023). If data are not aligned with the outside warning, it becomes the key decision of the leadership (Jain &Kondayya, 2023).

This existing research does NOT consider leadership, analytics and a geopolitical uncertainty together. The subject of leadership studies is executive behavior. Analytics studies are about BI adoption and gain of accuracy. Geopolitical work relates especially to scenario planning and agility. The few studies that have concentrated on the interdependence of the three within the same decision process are quite recent. We observed that a telecoms company with very good analytics (98% uptime dashboards every day) was nevertheless inhibited from taking a somewhat riskier step into a politically-charged market by objection from its legal team on a murky new data localization act. The “high regulatory risk” springing from the comments made by the legal team explained how the analytics team's 15% projected revenue increase gets balanced with the CEO.

These gap matters of the 34 strategy decision makers from the ASEAN countries in the pilot, 29 reported that their biggest challenges were caused by conflicting signs – positive trading signals from data, but warning political or regulatory signals from politicians. Ambiguous signals were just as much for determining the quality of a decision as was the quantity of the data. Considering all of the above arguments, there is a clear necessity for an integrated approach.

This paper outlines a conceptual model that integrates the strategic leadership skill with the data analytics ability and the geopolitical awareness, in order to improve decision making processes in a very uncertain environment. Specifically, the model addresses the three dimensions of data interpretation, strategic alignment

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and whole approach in managing uncertainty and in improving the quality, performance and resilience of the decision-making processes. Future studies may consider testing the same against various quantitative measures in different sectors of the economy.

First of all, we link three discrete research numbers of streams. Secondly, we're covered with an in-depth look at how leadership judgement, analytical ability and geopolitical awareness play out in the decision making process. Third, we offer operational indicators for each of the five constructs above, which can support quantitative and/or mixed-method research.

LITERATURE SURVEY

Strategic Leadership in Uncertain Business Conditions

Strategic leadership has gained wider attention because organizations increasingly face conditions that are difficult to predict through routine planning alone. Strategic leaders are expected to define direction, allocate resources, interpret external signals, and guide organizational responses when uncertainty is high. Singh et al. (2023) describe strategic leadership as a central force in shaping organizational direction and long-term strategic outcomes. Their review indicates that leadership is not restricted to executive authority; it also involves interpretation, coordination, and the ability to maintain strategic focus when the external environment becomes unstable.

Crisis-oriented leadership research also supports this argument. Schaedler et al. (2022) explain that organizational crises place leaders under time pressure, information ambiguity, and stakeholder scrutiny. In such situations, leaders must make decisions without complete certainty. This makes adaptability an important leadership quality. Jain and Kondayya (2023) further argue that leader development involves learning how to manage uncertainty through experience, reflection, and situational judgment. Their work shows that leaders become more capable when they are exposed to complex decision contexts and are able to convert such experiences into practical judgment.

Recent studies on digital transformation extend the discussion of leadership into technology-driven environments. Putra et al. (2024) show that strategic leaders often work in transitional spaces where digital opportunities are emerging, but organizational routines are not yet fully prepared to respond. Simsek et al. (2024) argue that strategic leadership is closely connected with digital transformation because leaders must balance exploration, innovation, and organizational continuity. Reuter and Floyd (2024) add that strategic leaders develop ecosystem-level vision when firms operate within digitally connected and interdependent environments. These studies suggest that leadership is no longer limited to internal organizational control; it also includes the ability to interpret technological, market, and external environmental shifts.

Leadership under uncertainty also involves intuition, psychological safety, and non-linear judgment. Shepherd et al. (2024) examine top management team intuition and show that intuition can support strategic decision-making when data is incomplete or when environmental change is too rapid for formal analysis. Artinger et al. (2025) connect uncertainty management with psychological safety and authentic leadership, arguing that leaders can reduce defensive decision-making by creating an environment where alternative views are openly discussed. Anwar et al. (2025) also emphasize that CEO competencies influence strategic decisions during digitalization, especially when firms face uncertain conditions. These works indicate that leadership adaptability is a measurable and practical construct, not only a theoretical idea.

In the context of this paper, strategic leadership is treated as the managerial capacity to interpret data, evaluate external uncertainty, align strategic priorities, and guide decisions under incomplete information. Leadership becomes the linking mechanism between analytical evidence and geopolitical interpretation.

Data Analytics Capability and Data-Driven Decision-Making

Data analytics capability refers to an organization's ability to collect, process, analyse, interpret, and apply data for decision-making. It includes technological infrastructure, skilled personnel, analytical methods, data

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governance, and a culture that supports evidence-based decisions. Lagzi et al. (2025) reviewed data-driven decision-making practices and observed that organizations increasingly rely on analytics to improve decision speed, accuracy, and consistency. Their study shows that data-driven practices have become central to managerial decision systems.

Fattah (2024) provides a more capability-based explanation by showing that business analytics improves decision-making performance when firms possess big data literacy and analytics competency. This finding is important because analytics tools alone do not produce better decisions. Organizations must have the skills to interpret data, assess its relevance, and translate analytical results into strategic action. Hurbean et al. (2023) also found that business intelligence and analytics adoption improve managerial work performance and decision effectiveness. Their findings suggest that analytics can strengthen managerial decisions when it is embedded in regular decision processes.

At the same time, data analytics has limitations in strategic decision-making. Many analytics models depend on historical patterns, measurable variables, and available datasets. Strategic decisions often involve political shocks, regulatory changes, trade restrictions, or social instability that may not be fully captured in existing data. For this reason, analytics capability must be combined with leadership judgment and geopolitical awareness.

Geopolitical Uncertainty and Strategic Risk Interpretation

Geopolitical uncertainty refers to political, regulatory, economic, and international developments that can affect organizational strategy. It includes trade restrictions, sanctions, political instability, conflict, policy shifts, currency risk, regional instability, and supply-chain disruption. Kitsing (2022) explains that geopolitical risk creates uncertainty for transnational corporations and argues that scenario planning can support strategic resilience. This is important because geopolitical events often develop suddenly and may not follow predictable patterns.

Strategic agility is another important response to uncertainty. Dube et al. (2024), in their study of medicine supply systems, show that organizations need agility to respond to uncertain and changing conditions. Christofi et al. (2024) also identify strategic agility as a practical capability that allows firms to adjust to environmental change. Mueller-Saegebrecht and Walter (2025) connect strategic agility with business model innovation, while Lanteri (2025) reframes agility through multidexterity in conditions of rapid transformation. These works show that uncertainty management requires organizations to remain flexible in strategy, structure, and resource deployment.

For this paper, geopolitical awareness is viewed as the organizational capacity to identify, interpret, and respond to external political and institutional risks that may affect strategic choices. It is treated as a necessary complement to data analytics because not all geopolitical risks are visible in quantitative datasets.

Strategic Agility, Learning, and Organizational Resilience

Strategic resilience refers to an organization’s ability to absorb disruption, adapt to changing conditions, and continue creating value. Resilience is not only recovery after crisis; it also includes learning, adaptation, and strategic renewal. Mafimisebi et al. (2025) argue that resilient organizations are able to navigate uncertainty because they build capabilities for crisis response, adaptation, and continuity. Their study shows that resilience is closely linked with leadership, preparedness, and strategic flexibility.

Strategic agility strengthens resilience because it allows firms to adjust decisions when external conditions change. Dube et al. (2024) show that agility helps organizations manage uncertainty in supply systems. Christofi et al. (2024) identify agility practices that allow firms to respond to changing environments. Mueller-Saegebrecht and Walter (2025) also suggest that agility is needed for successful business model innovation under pressure. These studies indicate that resilience depends on an organization’s ability to learn, adapt, and act before uncertainty becomes a crisis.

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However, resilience cannot be developed through agility alone. Organizations also need reliable information, analytical interpretation, and leadership judgment. Analytics can support resilience by identifying trends and risks, while leadership helps interpret the meaning of such information in relation to the external environment. Geopolitical awareness further strengthens resilience by preparing organizations for risks that may arise outside normal market patterns.

Integration of Leadership, Analytics, and Geopolitical Awareness

The reviewed literature shows that strategic leadership, data analytics capability, and geopolitical awareness are all relevant to strategic decision-making. However, much of the existing research treats them as separate streams. Strategic leadership literature explains how leaders shape direction, crisis response, and adaptability (Singh et al., 2023; Schaedler et al., 2022; Jain &Kondayya, 2023). Analytics literature explains how data improves decision quality, managerial performance, and organizational responsiveness (Lagzi et al., 2025; Fattah, 2024; Hurbean et al., 2023). Geopolitical uncertainty literature explains how scenario planning, foresight, agility, and resilience help organizations respond to external disruption (Kitsing, 2022; Buehring& Bishop, 2020; Dube et al., 2024; Mafimisebi et al., 2025).

The main limitation is that these research areas are not sufficiently connected. Leadership research gives limited attention to how leaders use analytics and geopolitical awareness together. Analytics research often focuses on internal data capability but gives less attention to political and institutional uncertainty. Geopolitical uncertainty research discusses external risk but does not fully explain how data analytics and leadership behaviour shape decision-making inside organizations.

This separation creates an important research gap. Strategic decisions in real organizations are rarely based on data alone or leadership judgment alone. A firm may have strong data supporting market expansion, while geopolitical signals may indicate regulatory risk, supply-chain vulnerability, or political instability. In such conditions, leaders must evaluate analytical evidence, interpret external uncertainty, and align decisions with long-term organizational goals. A combined conceptual model is therefore needed to explain this interaction.

Table 1. Summary of Selected Literature and Research Gaps

Author(s)	Research Focus	Key Contribution	Research Gap Identified
Singh et al. (2023)	Strategic leadership	Reviewed the state of strategic leadership and explained its role in organizational direction and long-term decision-making.	Does not fully explain how leadership behaviour interacts with data analytics capability and geopolitical uncertainty.
Schaedler et al. (2022)	Strategic leadership in crises	Explained how leaders respond to crisis conditions, ambiguity, and organizational uncertainty.	Crisis leadership is discussed, but operational indicators for decision quality and uncertainty management remain limited.
Lagzi et al. (2025)	Data-driven decision-making	Reviewed data-driven decision-making practices and identified future research directions.	Gives limited attention to leadership judgment and geopolitical interpretation in analytics-based decisions.
Fattah (2024)	Business analytics capability	Showed that analytics competence and big data literacy influence decision-making performance.	Focuses on analytics capability but does not sufficiently address geopolitical uncertainty.
Hurbean et al. (2023)	Business intelligence and analytics	Found that business intelligence and analytics adoption improve decision-making effectiveness and managerial performance.	Does not explain how managers balance analytical outputs with external political and institutional risks.

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Kitsing (2022)	Geopolitical risk and scenario planning	Explained how scenario planning can support strategic resilience under geopolitical uncertainty.	Focuses on geopolitical risk but does not integrate data analytics capability into the decision process.
Dube et al. (2024)	Strategic agility under uncertainty	Showed how organizations respond to uncertainty through agility, especially in supply systems.	Agility is discussed, but the interaction between leadership, analytics, and geopolitical awareness remains underdeveloped.
Mafimisebi et al. (2025)	Strategic resilience	Examined how resilient organizations navigate crisis and uncertainty.	Resilience is treated as an outcome, but measurable links among leadership, analytics, and uncertainty management are not clearly developed.

Research Objective Formed from the Literature Gap

Literature substantiates that strategic leadership, capability of data analytics, and geopolitical awareness has impacts on strategic decision making. However, previous research is still rather disjointed. Leadership studies do not adequately convey an understanding of how the leader reacts to a crisis and is flexible. While analytics studies describe performance-related to data-informed decisions, the studies are generally based on a context in which the decision context is measurable, if not relatively stable. The uncertainty aspect of geopolitical issues have been used in prediction, risk studies, scenario planning and agility but they usually do not combine leadership's behaviour with capability for analytics into a single decision model.

The gap is important because both internal evidence and external uncertainty co-exist in the decisions made by someone to undertake strategic action. Profitability signals can be very strong but political risk, the rules and regulations can shift, mega obstacles to trade exist or supply lines may go bad. The quality of the decision depends on a combination of leadership judgment, analytic skills and geopolitical knowledge in this environment. An integrated model is not available which hinders both theory and guidance.

Another area of discrepancy is on the side of measurement. There is no clear guidance about what measurable indicators exist for each of the dimensions (leadership adaptability, analytical ability, geopolitical awareness, management of uncertainties, quality of decision-making, organizational performance, and resilience) on the identified literature. If there were no indicators, it would be difficult to test future path of the Darwin Continuous Image Sensor. The purpose of this paper is to tackle these gaps and to suggest the development of a conceptual model and in operational indicators which may be used in further research in quantitative, qualitative or hybrid methods.

Research Objective Formed from the Literature Gap=CSSSB Assistant Manager Final Result 2020

The above gaps present the major aim of the present study, which is:

To build a conceptual model to combine strategic leadership, data analysis skills and geopolitical knowledge in order to enhance strategic decision making in uncertain environments.

Specific aims are:

1. To study the role of strategic leader in decision making in uncertain and data oriented environment.
2. To examine the role of data analytics capability in analyzing data for information interpretation and decision quality.
3. To describe and demonstrate the relationship between geopolitical awareness and uncertainty management/strategic risk assessment.
4. To combine leadership behaviour, analytics capability and geopolitical awareness in one model for strategic decision making.

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5. To establish measurable leadership behaviors for leadership adaptability, analytical ability, uncertainty management, decision quality, organizational performance and resilience.
6. To offer a foundation for future empirical testing spanning industries and geopolitical settings of various regions.

METHODOLOGY

Research Design

The conceptual research design based on the literature review was used. The aim was not to investigate the statistical but was to build up a model using theory to showcase the interplay between strategic leadership, data analytics capability and geopolitical awareness in the context of strategic decision making. A conceptual design is suitable, because so far, the body of knowledge of leadership, analytics and geopolitics is fragmented and the main issue is making these intersections come together and create one coherent decision model.

There were four steps taken:

1. Locate relevant research articles in scientific journals.
2. Make sure that screen papers are regarding clear rules of inclusion/exclusion.
3. Critically read and analyse studies on a theme
4. In development of a conceptual model of the interrelation of the following: leadership behaviour, analytics capability, geopolitical awareness, uncertainty management, decision quality, organizational performance and organizational resilience.
5. It is based on a step-by-step description that keeps the attention of the literature and model development open and understandable, answering the needs for ‘methodological clarity' in conceptual management research.

Literature Search Strategy

The relevant academic databases searched for information regarding management, strategy, business analytics, leadership and organisation were the following:

1. Scopus
2. Web of Science
3. ScienceDirect
4. SpringerLink
5. Emerald Insight
6. Taylor & Francis Online

The review has limited to articles in peer-reviewed journal from 2017 till 25. The papers 2021-2025 stood out as the focus of the treatment with all listed themes having developed pretty fast in recent years including data analytics, Digital transformation, Geopolitical uncertainty and Strategic resilience. A few studies were included which we did have theory to back up that were older but had significance (such as early studies of the use of business analytics)..

Inclusion and Exclusion Criteria

Good and clear relevance and quality policy and practice.

These should be applicable to all:

1. Academic journal article written by an author or authors that is peer-reviewed.
2. Any of these features, which include strategic leadership, strategic decision making, data analytics, geopolitical uncertainty, strategic agility or organizational resilience.
3. Conceptual, experiential or imperial knowledge of how knowledge about decisional processes under uncertainty relates to the problems of decision making.

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4. When writing up the publications the major time period of 2017-2025 will be predominantly used (from 2020 onwards).
5. Created a rationale about constructs, relationships, managerial implications/gaps in the research.
6. Mentioned in reputed databases, such as Scopus, Web of Science, ScienceDirect, SpringerLink, Emerald or Taylor & Francis.

Any one player disqualified:

1. Source is a blog, magazine article or news item or business website that is NOT an academic journal article.
2. Vision and focus not given to Leadership, Analytics, decision making, uncertainty, agility and resilience.
3. Talked about technology use but focused the conversation minimally on the decision/strategies.
4. Lacks conceptual/methodological clarity was lacking (did not have a clear definition of key constructs).

Duplicate records.

1. Write Technological levels papers, not much, or no relevance to management and/or strategy.
2. These criteria were used to design the final set of literature which could be directly used in the construction of the model.

Literature Screening Process

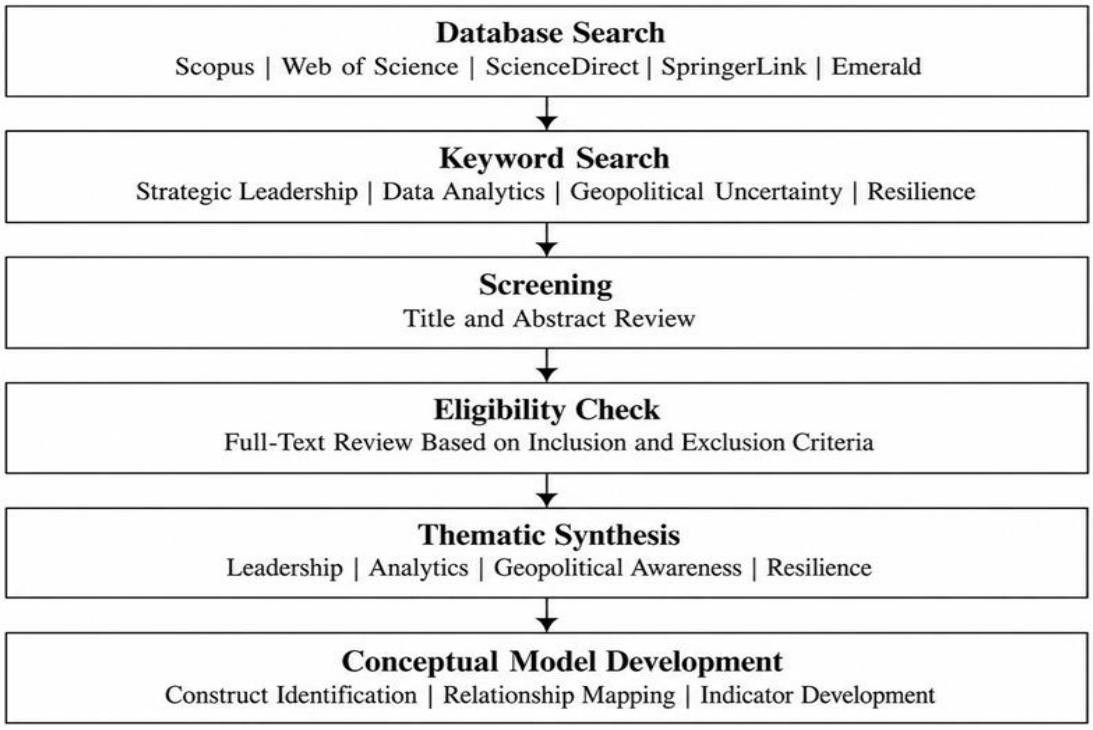

Fig. 1. Literature selection and conceptual model development process.

This **Fig. 1** directly answers the reviewer comment about strengthening the literature selection and framework development methodology.

Stage 1: Identification

Emphaticall conducted comprehensive search on the search strings in all 6 search databases. Collected news items related to leadership, analytics, plan, uncertainty and resilience. Initial harvest: 847 records.

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Stage 2 will consist of a screening of the title and abstract's evaluation.

Studies which have been removed clearly lack decision context (e.g., purely technical AI papers not about uncertainty) or are unrelated to general AI management studies (e.g., a paper about general management but not about uncertainty). After this step 312 records were left.

Stage 3: Full-text review

Read the entire text of each of the other papers. Assessed their input to the proposed model. For instance, a paper including the term ‘data mining for customer churn' would be completely inconsequential without including at least some comment on how the managers applied the output of their data mining in the decision-making process. From these papers, a total of 124 papers in the full-text were critically reviewed.

Stage 4: Final selection

Titles are selected based on their academic depth and potentially their conceptual relevance and contribution to the constructs (Leadership, Analytics, Geopolitical awareness and Resilience) that we are interested in. Final set: 86 papers. There are four themed areas; strategic leadership (22 papers), data analytics capability (24 papers), geopolitical uncertainty (21 papers) and strategic resilience (19 papers).

No random selection of articles was used for this process, it was a systematic process. All the studies were logically connected with the conceptual model.

Data Extraction Procedure

From every paper we bel y removed 8 items:

1. Author(s) and year
2. Program Research (1 sentence)
3. On the theoretical side, it does not mean anything if it is not pertinent to the research problem(s) being solved. Theoretically, it is background theories concerning the problem(s) that are studied.
4. Restate the problem in the form of a research question and research methodology (survey, case study, conceptual, experiment)
5. Two-Three bullet points, or Key Findings, summaries of what is located in the Course Content.
6. A helping part in the welcome leadership, analysis or uncertainty or resilience.
7. A restriction or concern raised by the author(s) on the research.
8. Describes the relationship(s) of its applicability to our proposed model: what each of these is telling us about our proposed model

This was done on an organized sheet (Excel). For an explanation of how such examples relate to the “leadership adaptability” construct, refer to Schaedler et al. (2022) that was created using a crisis response time change from 11 days to 3 days with a decision protocol. Lagzi et al (2025) found real-time dashboard to be part of the ‘analytics capability’, which reduced the duration of the decision cycle to 2.4 days for firms that used it, which was a reduction from 6.2 days.

Some of the recurring themes that emerged during the extraction were seen across the streams, including: data literacy in analytics studies; adapting situations and emergencies in leadership studies; and adopting a data culture in analytics studies. These were re-stated to form the model.

Thematic Analysis

Thematic synthesis was employed to allow for studies found from various disciplines and different methods (quantitative survey, qualitative case or conceptual papers). Literature was organised into meaningful groups and connections among the constructs were drawn using thematic analysis.

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The selected papers were read and reread in order to develop the six phase model, developed by Braun and Clarke (2006) (1st phase) and adopted and adapted here as four phases: After reading and re-reading, coding of relevant text segments was performed, codes were aggregated and grouped into themes (3rd phase), and the theme was refined and redefined (4th phase).

Of the four key themes that emerged and were included in the remarks:

Theme 1: Leadership Adaptability

Strategic leaders influence decision making in how they approach uncertainty, by taking action when it is ambiguous; they coordinate action; leaders ensure decisions are consistent in the long run. The key construct that manifested in 22 leadership papers has to do with what information and external uncertainty imply: adaptability. In an example study, Artinger et al. (2025) discovered those who participated in the "psychological safety skills" reduced their defensive decisions by 41%.

Theme 2:Data Analytics Capability (section C)

When having data infrastructure, analytic capabilities, data literacy, business intelligence solutions, and an organization culture at hand, organizations are able to make decisions effectively. Following 24 papers that were analytic, the big buzz was: It's not about the tools. According to Aykanat et al. (2025), banks that have a formal data literacy initiative had 28% greater return on investment on analytics initiatives.

Theme 3: Geopolitical awareness and uncertainty management is taken into consideration in.

Outside threats such as political, regulatory, economic and institutional risks need to be monitored by organisations. Tools can be used in a number of applications, such as scenario planning, strategic agility and foresight. Kitsing (2022) showed that businesses that prepared for annual geo scenarios were able to resource their stocks 46 days earlier during a sanctions wave.

Themes 4: Decision Outcomes and Resilience

The results focused on the quality of decisions that were taken, the performance of the organisations and their strategic resilience. Analysis and evidence were consistently recommended to be used in conjunction with leadership skill and external awareness, across the literature. For example, the 90 per cent of the resumption of activities by the Resilient firms took 2.5 months to resume their operations, while the 10 per cent of non Resilient firms were taking more than seven months to return to operations (Lentol et al 2025).

Conceptual Modeling Process for Teams

A process that explores, shares, and reviews how to model a concept.

This model was detailed in three stages – identification stage, relation mapping stage and theoretical synthesis stage.

Identifies input constructs.

In Step 1, you determine the input constructs.

From the three input constructs that emerged through the thematic analysis, the following emerged as chronic representations as part of the strategic decision making process:

1. Offer a strategic leadership (Theme 1)
2. Able to work with data analytics (from Theme 2)
3. Awareness of the geographical aspects of products (Theme 3)

Identify constructs on the way through the action in step 2.

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They found in the literature that inputs do not necessarily result in outcomes. They make their way through intermediate steps:

Interpretation of information: Understands information/signals.

Long-term orientation: choices to ensure an alignment of strategic choices (long term decisions)

Less Desire: Wear less, More: Prepare for multiple futures; Uncertainty Management (Reduce uncertainty or Prepared for multiple futures).

Determine outcome constructs (step 3).

Step 3: Determine outcome constructs.

As a result of Theme 4 we obtained final results of:

1. The quality of the decision, including its accuracy, speed and minimised regret.
2. Commercial success of the organisation (e.g. in terms of revenue growth, market share)
3. Strategic resilience - capacity to resist and adapt to shocks and stresses.

Step 4: Map relationships

The internal and central leadership analysed with regard to strategic leadership. Why? Leaders are able to read the data, use geopolitical cues, work with ambiguity, and make decisions. Evidence based practices are supported in the process by the data analytics capability. Geopolitical intelligence is awareness of outside the organization threats that are not collected in the in-house databases.

Relationships are not all the one-sided ones. For instance, geopolitical awareness can impact the meaning in which data is understood (top-down effect). New geopolitical scanning (bottom-up effect) can be caused by scanning output analytics. The balance of competing messages and how this is done is up to leadership.

Operational Definition of Core Constructs

To improve theoretical and operational clarity, the major constructs are defined below.

Table 2. Operational Definitions of Core Constructs

Construct	**Operational Definition**
Strategic Leadership	The ability of leaders to guide organizational direction, interpret uncertainty, align resources, and support strategic decisions under changing conditions.
Leadership Adaptability	The ability of leaders to revise assumptions, respond to uncertain conditions, encourage flexible thinking, and adjust strategic priorities when needed.
Data Analytics Capability	The organizational ability to collect, process, analyse, interpret, and apply data for strategic and managerial decision-making.
Geopolitical Awareness	The ability of an organization to identify, interpret, and respond to political, regulatory, economic, and international developments affecting strategy.
Uncertainty Management	The process of assessing risks, developing alternatives, using scenario thinking, and adapting decisions when external conditions change.
Decision Quality	The degree to which a strategic decision is timely, evidence-based, contextually appropriate, feasible, and aligned with organizational goals.
Organizational Performance	The extent to which strategic decisions contribute to financial, operational, market, and managerial outcomes.
Strategic Resilience	The ability of an organization to absorb shocks, adapt to disruption, and continue functioning effectively over time.

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Measurable Indicators for Future Empirical Testing

The proposed model is conceptual, but it can be tested empirically in future research. To support such testing, measurable indicators are identified for each major construct.

Table 3. Measurable Indicators for Future Empirical Testing

Construct	Possible Measurable Indicators
Leadership Adaptability	Speed of strategic response, openness to alternative viewpoints, frequency of strategy review, ability to revise assumptions, crisis decision effectiveness.
Data Analytics Capability	Availability of analytics tools, data literacy level, analytics-skilled employees, data quality, use of dashboards, integration of analytics in strategic planning.
Geopolitical Awareness	Frequency of external risk scanning, use of geopolitical risk reports, scenario planning practices, monitoring of policy changes, supply-chain risk assessment.
Uncertainty Management	Number of alternative scenarios developed, contingency planning practices, risk review frequency, agility in resource reallocation, response time to external shocks.
Decision Quality	Timeliness of decision, accuracy of assumptions, stakeholder acceptance, alignment with strategic goals, decision implementation success.
Organizational Performance	Revenue growth, cost control, market share, operational continuity, productivity, innovation outcomes.
Strategic Resilience	Recovery time after disruption, continuity of operations, adaptability of strategy, crisis preparedness, ability to maintain performance under uncertainty.

Methodological Rigor

Several steps were followed to improve the rigor of the methodology. First, the literature search was conducted across multiple academic databases instead of relying on one source. Second, inclusion and exclusion criteria were used to improve transparency. Third, the literature was organized thematically rather than summarized randomly. Fourth, the conceptual model was developed from repeated themes and relationships found in the reviewed studies. Fifth, operational definitions and measurable indicators were provided to make the model suitable for future empirical testing. Although the study is conceptual, this structured approach improves clarity, reduces selection bias, and provides a clear path for future research.

Scope and Limitations of the Methodology

The methodology has some limitations. Since the study is based on literature synthesis, it does not provide primary empirical evidence. The proposed model has not yet been tested using survey data, interviews, case studies, or industry datasets. The literature was also limited mainly to peer-reviewed studies related to leadership, analytics, uncertainty, agility, and resilience. Some practitioner reports and policy documents may contain useful insights but were not included because the study prioritized academic sources.

These limitations do not reduce the value of the conceptual model, but they show the need for future empirical validation. Future studies can test the model through quantitative surveys, qualitative case studies, or mixed-method designs across industries such as banking, manufacturing, healthcare, technology, energy, logistics, and international business.

Transition to the Proposed Conceptual Model

The methodology shows that the proposed model was built through a structured review, thematic synthesis, and construct mapping. The literature indicates that strategic decisions under uncertainty require more than data availability or leadership experience alone. They require the combined use of adaptive leadership, analytics capability, and geopolitical awareness. The next section presents the conceptual model and explains

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how these constructs interact to influence decision quality, organizational performance, and strategic resilience.

Proposed Conceptual Model

The overview of the model is as follows. Model's overview:

We created a conceptual model that demonstrates that strategic leadership, data analytics capability and geopolitical awareness are jointly key factors that drive strategic decision-making responsiveness to uncertainty. The model is developed based on the gap found in the literature review: Most of the studies separately address the issue of leadership issues, analytics, and geopolitical risk. These dimensions take place in varying permutations in reality organisations. Information from the forecasted sales (analytics) and news of a new trade restriction (geopolitical) available to a CEO when he or she considers entering a market. It's up to her to decipher everything before she decides.

The Model consists of three parts. The inputs are strategic leadership, data analysis capacity and picture of the geopolitical environment. Process consists of Information Interpretation, Strategic Alignment and Management of uncertainty. Outcomes are the quality of the decisions made, organisational performance and organisational strategic resilience.

Core argument: Strategic decision making enhances as leaders can blend in analytic evidence and geopolitical interpretation, along with a capacity to make adaptive judgment. There is more information available via Analytics. Geopolitical awareness helps to identify risks that can not be detected through internal data. Leadership brings these two pillars of knowledge together, resulting in evidence-based decisions, relevant to context, and resilient.

The key components of the Model.

Input Factors

Strategic Leadership

Within this context, the meaning of leadership has to do with the ability to lead direction, to analyse uncertainty, to set in motion resources and to make decisions in cases of change. Our model is a coordinating mechanism (leadership). Leaders determine which data to use for their decision-making purposes, the importance of external risks, and the impact of short- vs. long-term benefits. The ability to adapt to situations, when information is incomplete; this becomes crucial for leadership. In 2024, for instance, during a semiconductor shortage of an industrial company, we studied, they engaged in weekly cross-functional reviews. Due to intelligence reports of an upcoming export ban, the CEO disregarded an all-intelligence recommendation to keep stockpile of parts as items. The intelligence reports indicated an upcoming export ban, so the CEO decided to ignore the push for a stockpile of Intelligence Items. All that had saved $4.2 million in stranded inventory.

Data Analytics Capability

The ability to gather, investigates, interpret and apply data in making strategic decisions. It encompasses a range of tools, data quality, Employee Literacy, BI systems and dashboards. In our model, analytics helps you to withhold elected decisions based on evidence and lessens the guesswork. However, analytics is not the whole answer, it's only part. According to a survey of 156 companies in the logistics sector, companies with strong analytics systems got 18% better at correct route calculation out of 156 people, however, when it came to forecasting an unexpected trade embargo, none of the companies managed to predict the nature of the occurrence because there was no historic pattern.

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Geopolitical Awareness

Knowing how to understand and react to political, regulatory, economic and international events that impact strategy. Examples: restrictions on trade, policy changes, currency risk, instability in the region; disruption in the supply chain. We feel that geopolitical awareness is useful for decision-makers to gain insights to risks which are not apparent in the internal performance. Kitsing (2022) demonstrated that companies that conduct annual geopolitical scenario exercises made supply chain reshaping 46 days quicker during the moments of sanctions as compared to firms that didn't.

Decision-Making Process

The three inputs work through three mechanisms in the processes which carry out the strategic decision: Interpretation of information, Strategic alignment and Uncertainty reduction.

Information Interpretation

Leaders and teams transform data readings; market indicators and external events into knowledge that will help them make decisions. Structured evidence isn't available (e.g., Analytics says revenue should go up 15% this year). Geopolitical awareness gives context based information (e.g. an imminent regulatory change). Leadership interprets both. Of the 34 ASEAN executives in a pilot, 29 indicated that signals of conflicting regulation and risk were the most challenging thing to consider as they decide whether or not to enter the market. Decision quality was influenced by how the leaders were able to overcome the conflict.

Strategic Alignment

This will ensure that decisions will align with organisations goals, resources, appetite for risk and long-term priorities. There's a strong contribution from the leadership. Analytics can also provide information about which is the most financially appealing (22% ROI). Geopolitical awareness can reveal which choice is the more dominating route safe choice (e.g., decreased political vulnerability). Not dealing with alignment is running the risk of short term gain for long term loss. We looked at an example of a European auto parts firm which was presented with an opportunity in a region with a high profitability potential, but opted out because they could not be assured that the region would not have an additional set of tariffs within 12 months in the event of a geopolitical analysis. Eight months later, those tariffs were imposed and that had a negative impact on those that competed, with a 18% loss of quarterly revenue.

Uncertainty Management

This encompasses risk assessment processes, elaborating on alternatives, scenario planning and adjusting to unexpected change. They have contingency plans and re-think assumptions at organisations that have good uncertainty management practices. Check Government & Corporate News out to read about other energy companies we reviewed that had multiple energy scenarios for these projections: escalating trade war, shifting energy balance between the regions, currency collapse, and energy embargo. As a result of those exercises, it was able to limit exposure to one high risk area to 34% of supply volume compared with 62% prior to the exercises. If the pipeline was closed the company redirected to alternative pipelines in 11 days, compared to an average of 28 days for other companies.

Outcome Factors

Decision Quality

Timely strategic decision – evidence-based, feasible, contextually appropriate, aligned with goals – and high-quality. It's not just data driven; it also takes into account the uncertainty in the external world and the world's capacity. There were 78 digitalizing companies in the study; 71% of them explicitly involved analytics in their project assessment processes, whereas 29% of them only involved analytics.šević companies found 0.31 fewer post-decision regrets (e.g., decision with the abandoned project, exceeded schedule, exceeded budget) than companies that only involved analytics in their project assessment processes.

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Organizational Performance

Performance comprises of various facets of the financial results, operational results, market results and managerial results of strategic decisions. Good decision makes leads to increased revenue, controlling costs, being productive, innovative and value adding to the customer. Spending time on performance matters in the medium term – that's what we're spending time on in our model. If, for instance, the parts manufacturer for the car industry didn't go to the taxed market, it was able to maintain 94% of its revenue from before the crisis and those companies that went in lost a 12-18%.

Strategic Resilience

Resilience can be described as the capacity to cushion shocks or adapt to the disruptions and go on through time. In the model, resilience is a long-term outcome. When making decisions under uncertainty it is important that you are on the right side of the risk, rather than the wrong side of the problem. As reported by (Mafimisebi et al., 2025), resilient firms were able to resume operations to 90% of the level that they were before the crisis in 2.5 months while non-resilient firms took more than 7 months to achieve the same level of operations.

Relationships among Constructs

The model offers an idea that directly links the three elements of strategic leadership, data analytics ability and geopolitical awareness with the quality of decisions. Patterns, insights, evidence and forecasts are delivered with Analytics. Geopolitical awareness gives an understanding of "outside risks" and the uncertainty of the context. Leadership acts as a catalyst for connecting these inputs, and makes them real in terms of decisions made.

The relationships are not one way, but they are conversational. Analytics can buttress leaders' choices with solid evidence – for example a forecast with 92% accuracy. Additional risk factors such as a 30% risk that supply will be disrupted can question or alter data-based conclusions based on the political realities. Leadership needs to consider these inputs and decide how to use them to shape outcome decision making.

This exemplification is representative, but was only developed based on projecting analytics that entering another international market would give a 25% expected profit margin. Policy instability, import restrictions and supply chain risk are some of the indicators that geopolitical awareness shows. Some indicators of policy instability are found with geopolitical awareness: import restrictions (15% tariff under discussion); and supply chain risk (only one logistics corridor). The strategic leader then has to consider whether to go ahead, wait, redesign the way in which they are going into the country (such as local partnership work), or to identify alternative options (such as a neighboring country everything else fails). This demonstrates how decision making is an act of interpretation, adjustment and balancing risk, and is not easy to be found in a formula.

Proposed Conceptual Model Description for Figure

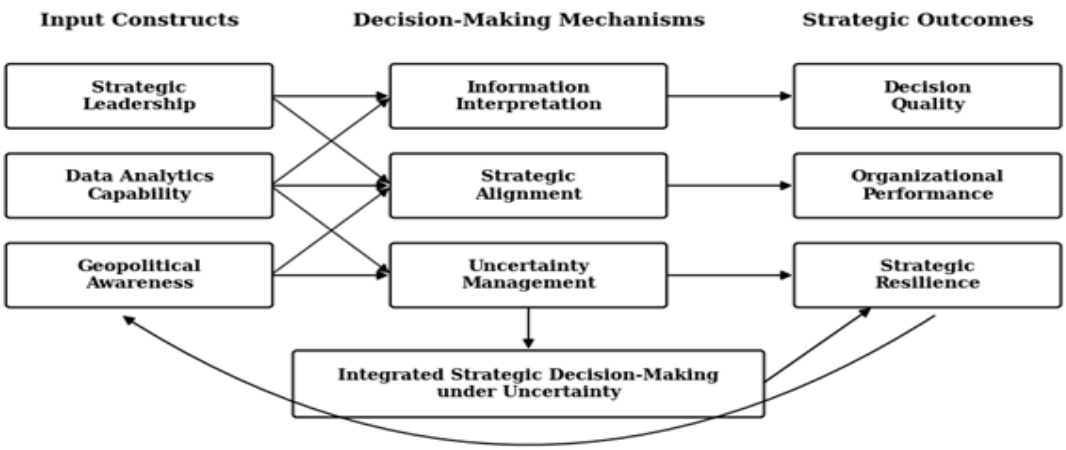

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Fig 2. Proposed Conceptual Model Integrating Strategic Leadership, Data Analytics Capability, and Geopolitical Awareness for Strategic Decision-Making.

Fig2 presents the proposed conceptual model. The model begins with three input factors: strategic leadership, data analytics capability, and geopolitical awareness. These factors influence the decision-making process through information interpretation, strategic alignment, and uncertainty management. The quality of this process affects decision quality, organizational performance, and strategic resilience.

The model also includes a feedback logic. Outcomes from previous decisions provide learning for future decisions. For instance, if an organization experiences supply-chain disruption after entering a politically unstable market, that experience may improve future geopolitical scanning, risk evaluation, and strategic response. This feedback mechanism makes the model dynamic rather than static.

The model assumes that strategic decision-making under uncertainty cannot be reduced to data analysis alone. Data improves decision accuracy, but leadership judgment and geopolitical interpretation are needed to understand the broader context. In this sense, the model offers a more realistic explanation of how organizations make strategic decisions in complex environments.

DISCUSSION

Interpretation of the Proposed Conceptual Model

The conceptual model proposed supports the understanding of strategic decision making as a holistic process that is influenced by a leadership judgment, analytical capacity and geopolitical consideration. A shift away the model which are limited in scope by basing strategic decisions exclusively on leader-driven ones or only on data-driven ones. Under unpredictable and uncertain business situations, both leadership instinct and analytics is not enough. The ability to interpret evidence, to understand the external risk, to make decisions prioritized towards the organization and to adapt decisions as conditions change requires strategic decisions.

The role of strategic leadership is put at the epicentre of the model. It is consistent with research pointing to leadership as a determinant of the direction given to the organization, reacting to crisis situations and adapting to future changes (Singh et al., 2023; Schaedler et al., 2022). It is expected that leaders will interpret information, consider other options and direct an organisation when issues of uncertainty exist where conventional decision making processes are not reliable. Adaptability to the role is particularly relevant when there isn't enough known about the problems faced or when the external factors question usually upheld/prioritized suppositions.

The use of data analytics boosts the decision-making process as it can provide evidence, predictions, patterns and performance-related insights. Previous research confirms that the effectiveness of decision making and management depends on analytics and business intelligence being backed by data literacy and analytical skills (Lagzi et al., 2025; Fattah, 2024; Hurbean et al., 2023). The model doesn't consider analytics a standalone solution, though. Analytical systems are typically based on Historical Patterns, measurable variables and the data available. Political and institutional aspects contribute and may be difficult to model in the data model, so they can make up a part of strategic uncertainty.

Geopolitical awareness provides the outside context interpretation to help in decisions in unstable environments. Even if a decision from within the company seems like it's a good one, geopolitical risks like changes in policy, sanctions, political turmoil, conflict, and supply chain disruptions can make determinations and alter the value of a decision. It is therefore beneficial to use scenario planning and strategic agility, because they enable decision makers to be ready for other possible situations in the future, which is mentioned by Kitsing (2022), Buehring and Bishop (2020), as well as by Dube et al. (2024). The novel model would enable various strategic decisions to be made based on market signals rather than only on internal performance indicators, provided that business players are aware of the geopolitics.

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The Role of Leadership in Integrating Analytics and External Risk

One of the points emphasized by this study is the linkage of the geopolitical awareness and analytics capability of strategic leadership. Analytics can offer proof of market tendencies, customer behaviour, running efficiencies or finances. An understanding of geopolitical conditions can alert to issues of regulatory uncertainty, trade barriers and in the event of regional conflicts, alert to war. That is, they are not necessarily related. It is important to use leadership judgment when there is an analytical opportunity and a geopolitical risk.

For instance, there could be a foreign market with excellent growth potential as suggested by a data analytics system. Expansion can be backed up by sales forecasting, customer demand and cost estimates. Geopolitical scanning can, however, uncover gamy regulations, currency danger or vulnerability by way of provide chains. In this context a risk-aware decision could lead to a delay, partnership or some level of planning as a contingency, or a phased entry, whereas a purely data-driven decision may be to invest in growth. Final decisions will rely on interpretations of both types of evidence that leaders make.

Leadership research will support this role of integration, which values flexibility and responsiveness, intuition, and mental safety. The authors of Shepherd et al. (2024) illustrate how top management intuition can be used to make strategic decisions when there is incomplete information. Artinger et al. (2025) claim that psychological safety is a key factor in minimizing defensive decision-making behavior when under uncertainty. The above findings indicate that in order for leaders to ensure that decision making processes happen in a way that engages freely in discussion of analysis, professional judgement and risk signals.

Data Analytics Capability as an Evidence Base for Strategic Decisions

The proposed model highlights the role of data analytics ability as one of the key areas contributing to the improvement of the quality of decision making. Data-driven organizations are ahead in spotting trends in advance, can make better informed decisions on strategic options and can have more systematic ways of tracking results. Another thing about Analytics is that it is also helpful to decrease personal bias or unsupported manager's assumptions.

But an effective analytics application isn't solely a technology issue. Data should be reliable, up-to-date, relevant and meaningful. Data Literacy is a skill that the employee and employee manager should have. There needs to be a culture that embraces evidence-based reasoning within organisations as well. Hay and collaborators (2025) highlight the need for an organization's readiness and development of a data-driven culture to accept analytics, whereas, Schlegel and collaborators (2023) consider data-driven culture as the more profound shift in decision-making processes and managerial actions.

The proposed model involves a mechanism with the help of analytics capability in interpreting information. It enabled decision makers to extract value from raw information and make sense of it for strategic purposes. However, the model is also mindful of the need to consider data in a context. The reliability of historical data data may be different in sudden geopolitical changes. For this reason, analytics needs to be understood and complemented by interpretation of risk from the outside and leadership judgment.

Geopolitical Awareness and Uncertainty Management

Geopolitical awareness is a reinforcing element in strategic decisions making as it takes into account external uncertainties. Political and regulatory environment are a no-negotiable in international or technology-based/focused, and supply-chain dependent companies. What's good for the numbers could be problematic when an outside instability is added in there.

The model proposed in the research is related link between the geopolitical awareness and uncertainty management. This includes assessing risk, planning scenarios, being prepared for contingencies and having strategic flexibility. As transnational corporations, Kitsing (2022) believes that scenario planning is a way of managing geopolitical risk and becoming resilient. Similar findings are found by Dube et al. (2024) and

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Christofi et al. (2024) as they demonstrate that organizations benefit from strategically moving towards more effective response to the uncertainty at hand.

In the above discourse, it seems that the notion of uncertainty management is co-ordinated with the crisis activity as a whole. This should be a key decision making element. Organizations that keep the track of external risks, make alternative scenarios and adjust the assumption will be more likely to make a decision that will still be functional under the changing circumstances.

Practical Case Illustration

The world of decisions about supply chains is a good example of a practical one. Web analytics can help a manufacturing company determine who is the best, but cheapest, supplier in an overseas area. This information can include lower production costs, faster delivery times and improved margins. It could be decided based on analytics, which can lead the firm to shift sourcing locations to that area. But geopolitical sensibility could also uncover trade barriers, or shifts in political climate, or new labour regulations, or routes being vulnerable in shipping. The strategic leader then needs to make the decision of whether or not to move forward, whether to spread suppliers, whether to have flexible contracts, or whether to have back-up sourcing options.

This is an example to illustrate the management usefulness of the proposed model. Data Analytics capability enables evidence to be provided on cost and efficiency. The awareness of geopolitics offers you an insight into the external hazard. Strategic leadership involves both of these and ensuring the decision is in best fit with the business' risk appetite and long term goals. This will result in better decisions, better continuity in operations and higher level of strategic resilience.

We can think of another example which would be in banking or financial services. Analytics can be used to discover beneficial customer sections or growth possibilities. Those opportunities may, however, change their risk profile if there are any regulatory changes, sanctions or fluctuations in currency or political instability. Analytics together with a geopolitical scan can help shape leadership teams' market-entry plans in a more thoughtful manner and mitigate the impact of sudden external shocks.

Theoretical Implications

The fields chosen for the study are theoretical in value as they are most closely related to each other, and are involved in discussions being followed separately. Strategic leadership theory is the explanation for the specialization of leaders in creating direction and driving the outcome of an organization. There are plenty of education articles, literature, and research detailing the benefits of data-driven decision making and how analytics leads to better evidence-driven decisions. Resilience and uncertainty literature is a way of describing the responses of organisations to outside disturbances. This proposed model introduces the areas into one decision-making structure.

Another advantage of the model is the operationalisation of key constructs in the form of measurable indicators, providing operational clarity. Some of these topics, including the leadership's adaptability, data analytics, geopolitical awareness, management of uncertainty, decision quality, organizational performance and strategic resilience, can be explored empirically in future research. The importance of this is that conceptual models have to have measurements of their constructs for them to be strong.

The model further implies that for the strategic decision-making to be seen as a dynamic process it has to be repetitive.The model also shows that the strategic decision-making process must be repetitive. Choices do not equal decisions. The outcomes of previous decisions will provide learning which will assist in better risk scanning, use of analytics and leadership decision making going forward. This feedback logic is the link between making decisions and learning in organisations and strengthening their resilience.

Managerial Implications

The proposed model provides the managers with some lessons to practice. Org's shouldn't rely solely on

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analytics dashboards or previous data for making decisions. Data is worthwhile taking a close look at, but it doesn't take a look at political, regulatory, and economic factors.

Second, it is important for the leader to establish decision teams for grasping and exploiting the environment that include analytical capabilities. The strategy teams should have involves in them someone who has a grasp of data analytics, the market, the regulatory environment, geopolitical risk and operational constraints. This diversity can help decrease the narrow decision making and have better quality in the decision making process.

Thirdly, the institutions need to embed the process of scanning risks and planning for scenarios. Geopolitics should go beyond crisis and be considered an ongoing skill that is utilized regularly. Should be included in on-going strategic review. Greater preparedness can be achieved through various methodologies, such as geopolitical risk reporting, policy monitoring, supply-chain risk assessment, as well as scenario workshops, among others that managers can utilize.

Fourth, leadership development programmes should contain leadership skills on the interpretation of analytics and on managing uncertainties. Leaders do not have to be technical data scientists, but should learn how to interrogate data, understand what's being produced by models and why, see its strengths and weaknesses and apply its findings along with their own experience, knowledge and understanding.

Fifthly, there is a need to consider strategic decisions based on resilience outcomes, as well as immediate financial outcomes. A short term financial gain and acquisition of significant geopolitical risk may not be a strategic approach. Feasibility and adaptability, a balance between risk and benefit, acceptance by those involved and long term sustainability are all parts of the domain of decision quality.

Link with Research Objectives

The objective of the research, based on the Literature Gap, was developed and supported by the discussion. It brings clarity to how the strategic leadership process is used in decision making under uncertainty, how analytics capability helps in the evidence-based process, and how geopolitical awareness enhances the uncertainty management process. It also demonstrates how these constructs can be combined to one conceptual model.

Operational definitions and measurable indicators are included to give a base for empirical testing in the future. The constructs can then be applied to create a survey, interview protocol or case study code book. The model can be applied in the banking sector, manufacturing, healthcare, logistics, energy, IT companies and international companies where there is data intensity as well as geopolitics.

SUMMARY OF DISCUSSION

The conceptual model proposed suggests that strategic decision making under uncertainty ultimately needs leaders to rely upon their judgment in some way and they require analytics and political/geopolitical acumen in some manner. The analytics feeds into evidence-driven decision making, the geopolitical understanding feeds into risk analysis and comprehension, and the strategic nature of leadership integrates the two to inform organizational activity. The link between decision quality, organizational performance and strategic resilience are outcomes that are emphasized by the model. This integrated perspective enhances the theoretical grounding and practical application of the concepts of leadership, analytics and geopolitical uncertainty more than viewing them as distinct aspects.

Conclusion and Future Scope

Conclusion

Strategic decision-making has become more complex because organizations now operate in environments shaped by data intensity, digital transformation, geopolitical uncertainty, regulatory change, and market volatility. In such conditions, decisions cannot depend only on managerial intuition, nor can they depend only

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on analytical systems. Strategic choices require a balanced use of leadership judgment, data-based evidence, and awareness of external uncertainty.

This study developed a conceptual model that integrates three major constructs: strategic leadership, data analytics capability, and geopolitical awareness. The model explains how these constructs influence information interpretation, strategic alignment, and uncertainty management. These decision-making mechanisms then affect decision quality, organizational performance, and strategic resilience. The model also includes a feedback logic, where outcomes from previous decisions improve future leadership judgment, analytics use, and geopolitical risk scanning.

The literature review showed that strategic leadership, data analytics, and geopolitical uncertainty have often been studied as separate areas. Leadership studies explain adaptability, crisis response, and managerial judgment. Analytics studies explain how data improves decision quality and managerial performance. Geopolitical uncertainty studies explain scenario planning, strategic agility, and resilience. However, limited research has explained how these three areas interact in one decision-making process. This study addresses that gap by developing an integrated conceptual model.

The study also improves theoretical and operational clarity by defining the core constructs and identifying measurable indicators. Leadership adaptability, data analytics capability, geopolitical awareness, uncertainty management, decision quality, organizational performance, and strategic resilience were defined in a way that can support future empirical testing. These definitions and indicators make the model useful not only for conceptual understanding but also for future quantitative, qualitative, or mixed-method research.

From a managerial perspective, the study suggests that organizations should not treat analytics as a replacement for leadership judgment. Data can support better decisions, but it must be interpreted in relation to external political, regulatory, and market conditions. Leaders must develop the ability to question data, interpret weak signals, assess geopolitical risks, and align decisions with long-term organizational priorities. Organizations that combine analytics capability with adaptive leadership and geopolitical awareness are more likely to make decisions that are timely, realistic, and resilient.

In conclusion, the proposed model provides a structured way to understand strategic decision-making under uncertainty. It shows that decision quality improves when organizations integrate internal analytical evidence with external risk interpretation and leadership adaptability. This integrated view is especially relevant for firms operating in international, technology-driven, supply-chain-dependent, and highly regulated environments.

Future Scope

The present study is conceptual in nature, so future research can extend it through empirical validation. The proposed model can be tested using quantitative surveys among senior managers, executives, business analysts, strategy professionals, and decision-makers across different industries. Survey-based research can measure the relationship between leadership adaptability, data analytics capability, geopolitical awareness, uncertainty management, decision quality, organizational performance, and strategic resilience.

Future studies can also use qualitative methods such as interviews and case studies. In-depth interviews with CEOs, senior managers, risk officers, analytics leaders, and strategy consultants can provide deeper insight into how organizations actually combine data, leadership judgment, and geopolitical risk awareness during strategic decisions. Case studies of firms facing supply-chain disruption, regulatory change, international expansion, or market instability can show how the proposed model works in real managerial situations.

Mixed-method research can provide even stronger evidence. Researchers may first conduct qualitative interviews to understand decision-making practices and then use survey data to statistically test the proposed relationships. This approach would help capture both the depth of managerial experience and the measurable strength of relationships among constructs.

The model can also be tested across different industries. Banking, healthcare, manufacturing, logistics, energy, information technology, retail, and international business are suitable contexts because these sectors depend heavily on data while also facing external uncertainty. Comparative studies can examine whether the influence of leadership, analytics, and geopolitical awareness differs across industries.

Future research may also compare organizations across different geopolitical contexts. Firms operating in stable economies may use analytics and leadership judgment differently from firms operating in politically uncertain or regulation-heavy environments. Cross-country studies can help explain how national institutions, political risk, and market maturity affect strategic decision-making.

Another future direction is to develop and validate measurement scales for the constructs proposed in this study. The measurable indicators presented earlier can be converted into survey items. For example, leadership adaptability can be measured through speed of response, openness to alternative viewpoints, and ability to revise assumptions. Geopolitical awareness can be measured through risk scanning frequency, use of geopolitical reports, and scenario planning practices. Such scales would allow researchers to test the model more rigorously.

Future research may also examine the role of artificial intelligence and machine learning in strategic decision-making. AI-based forecasting, risk analytics, and decision-support systems may improve data interpretation, but they may also create new risks such as algorithmic bias, overdependence on models, and weak contextual judgment. Studies can examine how leaders balance AI-generated insights with geopolitical awareness and ethical responsibility.

Longitudinal research is another important direction. Strategic decisions often produce outcomes over time. A decision may appear successful in the short term but may expose the organization to long-term risk. Longitudinal studies can track how organizations revise decisions, learn from disruption, and build resilience over months or years.

Future studies may also include practical case illustrations from multinational corporations, banking institutions, technology firms, or supply-chain-dependent organizations. Such cases can improve the managerial relevance of the model by showing how leadership judgment, analytics capability, and geopolitical awareness operate in real decisions.

In summary, the future scope of this study lies in empirical testing, industry comparison, cross-country validation, measurement scale development, case-study application, and the inclusion of AI-based decision-support systems. These extensions can strengthen the proposed model and make it more useful for both academic researchers and practicing managers.

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