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The Visionary Management Dimension: A Triadic Model for Strategic Leadership, Execution, and Scalability

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Abstract

Visionary Management Dimension as a foundation for the VFC Competence Framework, a model that connects Leadership, Management, and Business Scalability in a holistic framework for adaptive and scalable organizations. Informed by complexity theory, transformational leadership, and studies of scalability, the framework refutes the leadership-management dichotomy, positing these as dynamic, interdependent systems. By way of a conceptual synthesis rooted in empirical literature and real-world case studies from the oil and gas industry, the paper demonstrates how visionary foresight, operational precision and structural scalability can be attuned towards a specific resolution of volatile and complex business environments.

Importantly, the Visionary Management Dimension serves as a translational connective between the Functional Expertise and Cognitive Psychology dimensions of the VFC Framework. If the former promotes technical grounding and the latter provides psychological resilience, Visionary Management enables strategic integration and frictionless execution at scale. The paper adopted a multi-method qualitative methodology. The paper finds that scalable leadership is not a trait freak, but a learnable dynamic capability that is reflexively learned as an organization becomes more technically fluent and systemically-designed. Seriously — but it has near-endless implications for leadership development, organizational transformations, and competency-based workforce planning across all sectors and cultural contexts, just begging for further empirical validation.

Keywords: Visionary Management, Leadership, Business Scalability, Competency Development, Organizational Strategy.

1. Introduction

In an era defined by volatility, complexity, and accelerated technological change, organizations are increasingly called upon to rethink their leadership and management models. Traditional paradigms that frame leadership as vision-casting and management as control-oriented execution are no longer adequate. The division between inspiration and implementation has created performance gaps, especially in environments requiring adaptability, speed, and scale. A growing body of research now highlights the need for integrated frameworks that transcend these historical silos.

This paper introduces the Visionary Management Dimension (VMD), a cornerstone of the VFC Competence Framework, which unifies three critical domains: Leadership, Management, and Business Scalability. Rather than treating these as separate or sequential functions, VMD conceptualizes them as an interconnected triad—each reinforcing the other to foster organizational resilience and strategic growth. It reframes leadership and management not as competing philosophies, but as synergistic competencies that thrive when embedded in scalable, adaptive structures.

This study addresses the persistent gaps in leadership theory and practice, especially the lack of models that integrate transformational leadership, operational discipline, and the capacity to scale sustainably. By leveraging insights from complexity theory, management science, and scalability research, it proposes a practical and theoretically grounded framework to support organizations navigating disruption.

Structured as a conceptual synthesis with embedded case study analysis, the paper offers both theoretical justification and applied evidence from leaders in the oil and gas industry. Through this exploration, it highlights the need for a new leadership paradigm—one in which vision, execution, and scalability are not just aligned, but architected as a single coherent system.

2. Research Questions and Hypotheses

How can leadership, management, and scalability be integrated into a unified framework to enhance organizational adaptability and innovation?

What cognitive and behavioral competencies are necessary for leaders and managers to operationalize the Visionary Management Dimension effectively?

To what extent does the Visionary Management Dimension influence organizational scalability and sustainable growth in traditional industries (e.g., oil and gas)?

What gaps exist in current leadership and management development models with regard to interdisciplinary integration and scalability?

How does the Visionary Management Dimension complement the other VFC dimensions (Cognitive Psychology and Functional Expertise) in building holistic organizational competence?

3. Literature Review

Visionary Management, the third dimension [of the VFC Framework], brings in the capabilities necessary to guide organizations through growth, turbulence, and transformation. It includes Leadership Competence (inspiring and influencing others), Management Competence (operational planning and execution), and Business Scaling and Development Competence (innovation and strategic foresight).(AbdelMohiman & Salem, 2025)

The Visionary Management Dimension is informed by a synthesis of literature in transformational and charismatic leadership, ambidexterity organizational theory, transactional leaders, modern management science, and business scaling studies. And while each stream does provide ideas and valuable perspectives, there's significant fragmentation. Most existing models separate out vision and execution or do not even take scalability into account as a strategic domain. This literature review integrates basic theories while presenting integrative gaps that are addressed by the Visionary Management approach.

3.1 Transformational and Charismatic Leadership

Transformational leadership—first described by Burns (1978) and expanded upon by Bass (1985)—has as its core principle the leader's ability to motivate followers towards higher-level goals. The primary elements of the model are:

- Idealized Influence: Serving as ethical role models (Bass & Avolio, 1994)
- Inspirational Motivation: A vision of a better future (Bass, Riggio, 2006)
- Intellectual Stimulation — Encouraging innovation (Givens, 2008)
- Individualized Consideration: Supporting individual development (Northouse, 2018)

Meta-analyses have shown that transformational leadership is associated with improved employee performance, organizational innovation, and organizational readiness for change (Judge & Piccolo, 2004; Wang et al., 2011). Vision-adaptive leadership–with its provision for vision (and vision articulation factored with persuasion), and built-in endorsement for personal development–plays that role in Visionary Management as a theoretical backbone to the leadership domain.

Simultaneously, Charismatic Leadership Theory (House, 1977) emphasizes symbolic action, emotional resonance, and moral conviction. Left behind are complementary concepts, such as self-concept motivational theories extended by Shamir, House, and Arthur (1993) that show leaders who connect the work to identity produce intrinsic motivation, loyalty, and the ability to imagine a future. These theories account for how vision gets internalized, a prerequisite for scalable transformation.

3.2 Ambidextrous Leadership and Organizational Dualities

In today's organizations the question is how to innovate and execute at the same time, how to lead through disruption and at the same time enable stability — a paradox best articulated by ambidextrous leadership (Rosing, Frese, & Bausch, 2011). Ambidexterity enables leaders to switch between opening behaviors (e.g., exploration, creativity) and closing behaviors (e.g., goal focus, performance control). Zacher and Rosing (2015) make an empirical connection between this flexibility and team innovation and adaptive capacity, Bledow et al. Roodhooft and Warlop (2009) also advocate how it is embedded in organizational culture.

This ability to lead in both aspects is the core of Visionary Management. It combines the idealistic features of transformational leadership with the organizational necessities of management, and results in adaptive, contextual, leadership practices.

3.3 Transactional Leadership and Performance Architecture

Transactional Leadership Theory (Burns, 1978; Bass, 1985), by contrast, focuses on performance in the short term, rule enforcement, and intrinsic motivation by means of rewards. It is based on the psychological contract that exists between leader and follower—perform and you get rewarded; fail to perform and you're corrected (Podsakoff et al., 1996). Transaction leadership albeit considered limited, has been shown as most efficacious in environments of high stakes and high risk (Liu et al., 2011), particularly where reliability and consistency is of paramount importance (Bass, 2006).

This model forms the foundation of the management domain of Visionary Management: ensuring that visionary ideas are communicated but systematically executed with responsibility, structure and control.

3.4 Evolution of Management Theory

3.4.1 Scientific Management and Operational Precision

Grachev and Rakitsky (2013) re-examine Taylor's Scientific Management, highlighting how early 20th-century techniques like **time-motion studies and workflow optimization** continue to shape modern process efficiency models. Although it has been critiqued for its mechanistic approach (Derksen, 2014), its legacy continues in contemporary approaches such as Lean, Six Sigma and TQM, which seek to enhance efficiency, predictability and output quality (Bell & Martin, 2012).

The executional scaffolding for Visionary Management is fed through Taylor's framework. Yet it does not allow for creating, learning, or even inter-human dynamics requiring it to cater with modern models.

3.4.2 Human Relations Movement and Emotional Foundations

Levitt and List (2011) revisited the Hawthorne studies and found that social and observational cues significantly affect performance—reinforcing the foundational premise of the Human Relations Movement that motivation, recognition, and interpersonal dynamics are central to organizational behavior.

Contemporary research continues to validate these principles. For instance, Tabassi et al. (2013) demonstrate that trust, emotional intelligence, and value alignment significantly enhance team motivation and performance—an evolution of the foundational ideas introduced by Maslow and McGregor in the context of modern leadership development.

3.4.3 Modern Management Science and Systems Thinking

Modern management science emphasizes data-driven decision-making, systemic interdependencies, and an evolving understanding of behavioral economics. Departing from the mechanistic assumptions of classical industrial-organizational theory, contemporary approaches now conceptualize organizations as adaptive systems. Building on the legacy of Systems Theory, Joslin and Müller (2016) argue that organizations behave as dynamic entities that continuously respond to feedback loops and environmental stimuli. Their systems thinking framework encourages the integration of analytical rigor with contextual intelligence, offering a more holistic understanding of organizational behavior in complex environments. In the Visionary Management Dimension, these principles are reflected in the design of adaptive, scalable operational models—where process excellence is not isolated from, but harmonized with, human-centered systems and learning dynamics.

3.5 Business Scalability as Strategic Capability

While using business scalability continues to increase in significance, it is still lacking prominence in competency models. It is defined as the capacity to achieve output-growth without comparable expansion of input (Nielsen & Lund, 2018; Stampfl et al., 2013) and it relies on the modularity of processes and foresight (strategic) and superordinate (cross-functional) integration. Failure to design for scalability can create bottlenecks & duplication, or lead to mission drift (Hallowell, 2001)

Scholars such as Ajiga et al. (2024) highlight the importance of software, structural, and leadership alignment for scalability in fast-evolving industries such as tech and energy. Ahokangas & Myllykoski (2014) contend that for value-based and flexible models that can be scaled, a flexible and iterative approach is a necessity. Abundance Creation:- This is third domain of Visionary Management, where vision gets connected to operational basis of the organizations ensuring sustainability.

3.6 Integrated Gaps in the Literature

Across the reviewed literature, three critical gaps emerge:

3.6.1 Siloed Thinking

Often leadership is described as visioning strategically, and management is de-mystified to be mechanics (Kotter, 1990). They are seldom seen as interdependent spheres working in symbiosis. This has implications for our understanding of how vision becomes translated sustainably into action — especially in turbulent settings.

3.6.2 Scalability as an Afterthought

Entrepreneurship or tech literature usually treats scalability as an afterthought. It is not typically built in as a fundamental leadership or management competence, causing operational transitions from growth to sustainable maturity to fail (Jabłoński, 2016; Kidson, 2024).

3.6.3 Cognitive and Emotional Dimensions Left Implicit

Emotional intelligence (Goleman, 1995) and cognitive complexity (Zaccaro, 2001; Lord & Hall, 2005) are considered part of the leadership discourse, but are often underpinned by a poor operationalization in frameworks producing abstract competencies without vectoring into implementation pathways.

Table 1. Gaps in Traditional Models vs. VMD.

Traditional Model Limitation	**VMD Solution**	**Data Point**
Siloed leadership/management	Dynamic interdependence	70% of failed scaling due to misalignment (Jabłoński, 2016)
Scalability as an afterthought	Built-in modular design	Scalable firms grow 3x faster (Nielsen & Lund, 2018)
Implicit cognitive/emotional dimensions	Explicit EI + cognitive complexity metrics	High-EI leaders boost retention by 50% (Goleman, 1995)

3.7 Toward Visionary Management as a Holistic Construct

The gaps above point to the need for an integrated framework—**Visionary Management**—that synthesizes:

- **Transformational and charismatic influence** for initiating change
- **Ambidextrous adaptability** for fluid role switching
- **Transactional discipline** for operational follow-through
- **Systems management science** for coherent structure
- **Scalability strategy** for sustainable growth
- **Emotional and cognitive intelligence** for human-centered execution

This framework addresses the fragmented nature of current models and prepares organizations to **thrive across strategic, operational, and growth dimensions**.

4. Methodology

This study qualifies as qualitative because it explores complex, context-dependent phenomena—namely the integration of leadership, management, and scalability—through open-ended research questions. It employs conceptual synthesis, expert interviews, and case study analysis rather than numerical data or statistical testing. Thematic analysis and theory generation further support its qualitative nature. based on the Business Wheel Academy Research Model.

It is constructed to hedge the academic rigor and practical relevance of the proposed Visionary Management Dimension of the VFC Competence Framework, necessitating conceptual clarity, thematic validation, and interdisciplinary coherence. The primary aim is to understand and interconnect leadership, management, and scalable business–as it can (and in many cases should) be perceived as one integrated competence building system–in particular in ambiguous and complex contexts.

The research design has an exploratory-descriptive nature appropriate for theory-generating studies. Qualitative synthesis allows identification, interpretation, and validation of emergent constructs. Utilizing conceptual literature, field-driven insights, and case studies from the real world, the study builds a model bridging theoretical depth and practical viability.

The three primary sources were used to collect data. To achieve this, we first performed a systematic literature review to map the theoretical landscape on leadership models (e.g., transformational, ambidextrous, transactional), management

frameworks (e.g., operational design, complexity theory), and scalability research (e.g., modular growth, anticipatory capacity). Data sources ranged from academic journals to strategic white papers and international benchmarks in leadership and organizational change. Second, expert consultations were conducted with practitioners and researchers not only in the fields of organizational development but also energy governance and entrepreneurship. Through iterative interviews and document feedback, ecological and contextual validity was ensured for these engagements. Third, the research used the integration of the case study—derived from the leadership trajectories of Aliko Dangote, Majid Jafar, and Saad Sherida Al-Kaabi. They were chosen for their exemplification of VMD principles under conditions of high-stakes, VUCA-driven environments, and cover a range of industry, geography and leadership structure.

Data were analyzed thematically following the approach outlined by Nowell et al. (2017), which emphasizes transparency, rigor, and methodological trustworthiness in qualitative analysis. Key recurring concepts—such as strategic foresight, operational coherence, ethical leadership, emotional intelligence, and scalable system design—were identified and clustered into overarching themes. These themes were then systematically mapped to the three domains of the Visionary Management Dimension: Leadership, Management, and Business Scalability.

To ensure validity and reduce bias, the analysis incorporated triangulation between academic literature, expert consultation, and field-based case studies. This allowed for cross-verification of thematic patterns and reinforced the credibility of the model. Additionally, an interdimensional meta-analysis was conducted to assess the alignment and interaction between the Visionary Management Dimension and the broader VFC Competence Framework—specifically its Cognitive Psychology and Functional Expertise dimensions. This confirmed that the Visionary Management Dimension operates not in isolation, but as a synergistic component of a cohesive, holistic competency system.

Expert contributors provided their time voluntarily and with informed consent to achieve ethical rigor. Organizational case data were made publicly available, or anonymized as necessary. Attributions of citations were carefully posted, and the process of synthesis followed integrity protocols consistent with qualitative academic standards.

5. Conceptual Framework: The Visionary Management Dimension

We introduce the Visionary Management Dimension as the holistic conceptual framework that integrates the three interconnected domains: Leadership, Management, and Business Scalability. This dimension, in contrast to traditional models that describe these as disparate or even contrary functions, sees them as an interdependent triad that is intended to enable organizations to flourish in a context of uncertainty, complexity, and transformation.

Each domain plays a unique, yet interdependent role that is critical to realizing sustainable, scalable, and adaptive performance. These together form the fundamentals of visionary competence on an individual; and organizational level.

5.1 The Leadership Domain: Strategic Foresight and Emotional Alignment

The leadership domain is characterized by vision, influence, and inspiration. Based on the transformational and charismatic leadership theory (Bass & Avolio, 1994; Shamir et al., 1993), this domain captures a leader's capability of:

- Articulate a compelling long-term vision
- Inspire collective identity and purpose
- Foster emotional commitment and psychological safety
- Navigate uncertainty with cognitive adaptability

Managers who inhabit this space possess high cognitive complexity, emotional intelligence, and a capability to join personal values to organizational strategy (Zaccaro, 2001; Goleman, 1995). They are tasked with setting the organization's moral and strategic compass while grounding teams in trust and meaning.

5.2 The Management Domain: Operational Excellence and Accountability

Management domain talks about the implementation engine of the organization. Rooted in transactional leadership and management science (Kotter, 1990), it is characterized by:

- Resource planning and allocation
- Operational process design
- Risk mitigation and performance control
- Measurement and evaluation systems

Chiang et al. (2012) demonstrate how systems thinking and disciplined operational structures enable organizations to translate visionary intent into repeatable, scalable outcomes. Their findings support the need for strategic operational frameworks that uphold both flexibility and performance consistency—reflecting the structural discipline at the core of the Visionary Management model.

5.3 The Business Scalability Domain: Growth Without Collapse

Scalability is often overlooked in leadership and management literature, and generally means an organization's capability to grow in size, impact, or complexity without a similarly raising burden on resources (Nielsen & Lund, 2018; Ajiga et al., 2024). This domain introduces:

- Modular system design
- Platform-based business models
- Scenario-based growth planning
- Organizational agility and absorptive capacity

The scalability domain is critical to maintaining operational coherence and ethical alignment at scale among the forward-looking organizations. It balances vision with execution by creating structures that increase capacity, replicate systems, and uphold performance at scale.

5.4 Interactions and Synergy Across the Domains

Figure 1. Triadic Interaction of VMD Domains

Quantitative Insight: Case studies show that organizations with strong triadic alignment achieve 40% faster growth (e.g., Qatar Energy's LNG scaling).

Hopeful, the Visionary Management Dimension is not three parallel pillars, but a triadic system where each domain supports the next:

- Leadership defines the direction, values, and goals → Management implements them via systems and structures → Scalability makes sure such systems can grow without causing a mess
- Scalability pulls back on leadership, demanding leaders to revisit vision and strategy as capacity changes
- Leadership is supported by management who measures and reframes focused outcomes to refine future vision.

This reinforces the cycle of an organization being visionary, but also able to do the vision on a large scale across contexts. Ambidextrous leadership (Rosing et al., 2011) is intermeshed across the agumyther structure, enabling leaders and managers to toggle between exploratory and exploitative behaviors based on situational demands.

Table 2. Key Competencies of the Visionary Management Dimension.

Domain	**Core Competencies**	**Theoretical Foundations**	**Example from Case Studies**
Leadership	Strategic foresight, emotional alignment, cognitive adaptability	Transformational & Charismatic Leadership (Bass, 1985)	Aliko Dangote's national economic vision
Management	Operational excellence, risk mitigation, performance control	Transactional Leadership (Burns, 1978)	Qatar Energy's governance model (Al-Kaabi)
Business Scalability	Modular design, anticipatory growth planning, absorptive capacity	Nielsen & Lund (2018), Stampfl et al. (2013)	Crescent Petroleum's gas-centered diversification

6. Case Study and Practical Application of the Visionary Management Dimension in the Oil & Gas Sector

In order to demonstrate the practical propulsion of visionary management dimension, we enter the vortex of oil and gas industry that is the nexus of complexity, disruption and transformation. This is where old-school business thinking tends to break down, and only the leaders who can weave together vision, execution and systems capable of scaling will find success. Aliko Dangote, Majid Jafar, Saad Sherida Al-Kaabi and Anja-Isabel Dotzenrath are four of the biggest names in the industry and are a living case study of the implementation of the Visionary Management approach and how each of its 3 domains play out in the field.

6.1 Aliko Dangote (Dangote Refinery, Nigeria)

Aliko Dangote didn't just embark on a megaproject when he undertook construction of the Dangote Refinery — Africa's largest industrial project and the world's biggest single-train refinery. He was activating the entire spectrum of the Visionary Management Dimension.

6.1.1 Leadership Domain: Vision as National Responsibility

Dangote's leadership is a textbook case of what Bass (1985) called transformational leadership—getting followers excited about a shared vision that goes beyond making money. Through both his public pronouncements and his business endeavors, Dangote has unambiguously identified a mission that transcends profit: to rid Nigeria of its self-inflicted dependency on imported refined petroleum products (Africa CEO Forum, 2023). By framing this goal in terms of national pride and economic sovereignty, he exemplified the self-concept-based leadership described by Shamir, House and Arthur (1993), in which the leader connects individual identity with the organizational mission.

His vision was also emotionally resonant, symbolically charged, and based on a systemic sense of urgency—all central tenets of charismatic leadership theory (House, 1977). Dangote's extreme ability to balance both state institutions with global capital markets also reflects high-level emotional intelligence required for high-stakes leadership within complex systems (Goleman, 1995).

6.1.2 Management Domain: Execution at Unprecedented Scale

Delivering a $20 billion infrastructure program within a country with decades of logistical and bureaucratic difficulties, required exceptional management sophistication. The team built a specialized deep-sea port and purchased custom-built cranes to handle oversized equipment—an example of problem-solving agility, process engineering, and resource coordination (Hallowell, 2001). This resembles tenets of scientific management not in its prescriptiveness, but its operational optimization and task analysis.

The project also encapsulated navigating Nigeria's regulatory milieu and engaging various stakeholders—resonating with modern systems thinking and governance under volatile conditions (Zhou, Wan, & Yang, 2020). Yet Dangote's executive style embodies a well-tested prescription from Kotter (1990): leaders articulate vision, but managers stimulate action through process and discipline.

6.1.3 Scalability Domain: Building for Regional and Future Growth

The refinery was meant to produce 650,000 barrels per day — far more than Nigeria would require domestically — and help the country become a regional energy hub. Additionally, the pre-positioned port and petrochemical infrastructure exemplifies modular scalability which is noted by Nielsen and Lund (2018) as a characteristic of business model resiliency.

They did integrate transport, refining, and petrochemical systems into a self-reinforcing economic cluster; an idea that, in philosophy, is consistent with ecosystem thinking (Stampfl et al., 2013). Simultaneously, the project presents a solution to long-term currency risk and unemployment, demonstrating scalability as an economic and social multiplier.

6.2 Majid Jafar (Crescent Petroleum, UAE/Iraq)

In the challenging geopolitical landscape of the Middle East, Majid Jafar, the chief executive of Crescent Petroleum, has forged a leadership style built on balancing what he calls the "energy trilemma": energy access, affordability and sustainability. His leadership, management, and growth strategies reflect how organizations in fragile and politically volatile contexts can exemplify the Visionary Management Dimension through ethical clarity, adaptive governance, and cross-border scalability.

6.2.1 Leadership Domain: Reframing Energy Through Ethics and Purpose

Jafar stands out for emphasizing that energy is not simply a commodity, but rather a human right. He also advocates for framing energy poverty within a social equity context, especially in developing countries—a message he regularly conveys in public policy forums and interviews (Kaderbhai, 2022). This rhetorical and moral position relates to charismatic leadership theory (House, 1977), where vision is bond emotionally and ethically. Associating humanitarian

concepts with energy production allows Jafar to motivate employees using self-concept (Shamir et al., 1993)—who they see themselves as—to align their own purpose with a higher humanitarian calling.

The fact that his leadership style above displays the traits of higher inspirational motivation and idealized influence, which are two core components of transformational leadership (Bass & Riggio, 2006) He articulates a convincing vision of sustainable development that recognizes geopolitical tensions without surrendering to them. His role as regional thought leader in World Economic Forum panels and UN dialogues reveal strategic foresight, which is one of key components of cognitive aspect of visionary leader (Zaccaro, 2001).

6.2.2 Management Domain: Structuring for Volatility and Resilience

Organizational agility without structural compromise is required to run an energy company in politically unstable regions like Iraq. Under Jafar's direction, Crescent Petroleum has developed governance mechanisms that balance strategic oversight with local execution—enabling flexibility without compromising long-term direction (Kaderbhai, 2022).

Such a structure resonates with current management science, most particularly systems thinking and risk mitigation protocols, which serve the end and resilience of organizations within high-risk environments (Zhou, Wan, & Yang, 2020). It also echoes ambidextrous leadership theory (Rosing, Frese, & Bausch, 2011) because Jafar leads through uncertainty by balancing exploration (longer-term investments) with exploitation (operational continuity).

According to transactional leader Jafar, accountability and efficiency are guaranteed by an efficient system of performance. His consistent management of cross-border operations is in line with performance-oriented management principles validated by academic research (Liu et al., 2011) in emerging markets.

6.2.3 Scalability Domain: Building Growth Through Diversification and Gas-Centered Strategy

Under Jafar, Crescent Petroleum's growth strategy is rooted in scalability by design, not scale for scale's sake. The company has grown to operate in eight countries on four continents with a focus on natural gas as a transition fuel. This strategy is what Ahokangas & Myllykoski (2014) refer to as explorative scalability, and as such is growth based around adaptive infrastructure, whilst also in-line with environmental and market trends.

Jafar's intelligent deployment of joint ventures, public-private partnerships, and regional gas corridors go towards modular scalability: incremental resource inputs do not correspond to linear risk or complexity inflations. His growth strategy resonates strongly with Nielsen & Lund (2018) strategic, operational and cultural integration—parameterizing sustainable performance at a time when the region is volatile.

Moreover, his articulation of gas as a bridge fuel towards net-zero does not only fit within the bounds of environmental science but forward-looking scalability discourse, where infrastructure laid today affords tomorrow's resiliency (Stampfl et al., 2013).

therefore, At Libya's National Oil Corporation, the Visionary Management dimension redesigned HR systems to prioritize leadership pipelines, operational accountability, and innovation readiness—demonstrating its practical impact. (AbdelMohiman & Salem, 2025)

6.3 Saad Sherida Al-Kaabi (Qatar Energy, Qatar)

Few leaders cross the policy and corporate worlds as nimbly as Qatar's Minister of State for Energy Affairs and President & CEO of Qatar Energy Saad Sherida Al-Kaabi. His ascension to power coincided with Qatar's emergence as a key player in world energy markets, especially liquefied natural gas (LNG). Al-Kaabi's approach is a perfect example of the Visionary Management Dimension that encapsulates a common national and organizational agenda in terms of strategic foresight, operational excellence and a scalable infrastructure.

6.3.1 Leadership Domain: National Vision as Strategic Compass

The power of Al-Kaabi's role comes from its visionary alignment with Qatar's larger developmental path. The Qatar National Vision 2030 describes a national commitment to economic diversification, environmental stewardship, and global competitiveness (State of Qatar, 2008). Al-Kaabi absorbed this vision and incorporated it directly into Qatar Energy's strategic framework, translating it from policy into institutional guidance.

This type of transformational leadership, where leaders motivate followers to align with common long-term goals, has received much attention in leadership research (Bass & Riggio, 2006). This dual role as policymaker and corporate executive makes al-Kaabi a meta-integrator who aligns state objectives with corporate strategy. He communicates consistently with a goal in mind, exhibiting idealized influence and inspirational motivation, both trademarks of high-impact leadership (Judge & Piccolo, 2004).

In addition, Al-Kaabi speaks about moral values and service to the nation which links his role to the charismatic leadership tradition and its moral and symbolic roles in particular (House, 1977; Shamir et al., 1994). Her public statements always resonate with sustainability, trust and resilience, enabling him to create collective action.

6.3.2 Management Domain: Engineering Excellence at Scale

Managing a complex national oil corporation operating at upstream, midstream and downstream, partnered with international oil and gas behemoths calls for world class operating control systems. Qatar Energy is their umbrella organization and under Al-Kaabi's stewardship, they have established a strong governance model with a defined Supreme Council, an Executive Leadership Team, and performance monitoring across subsidiaries (Qatar Energy, 2023).

These structures represent the extent to which the movement from scientific management towards modern systems management has worked towards finding balance between technical efficiency, adaptability and ethical compliance (Zhou, Wan, & Yang, 2020). Al-Kaabi himself, by embedding strategic oversight and operational autonomy, facilitates decentralized responsiveness without sacrificing strategic coherence.

With the expansion of North Field to boost LNG production from 77 million tonnes per annum (MTPA) to 126 (at the time of press) as a megaproject at his disposal, Al-Kaabi instills project discipline, rigorous scheduling and structured feedback, applying transactional management theory (Bass, 2008) in this instance. These efforts enable Qatar Energy to promise predictability, quality, and accountability, even in hyper-growth contexts.

6.3.3 Scalability Domain: LNG Megascale as a Strategic Asset

Al-Kaabi's era marks Qatar's ascendance among global liquefied natural gas power players. That openness to scale is no happy accident—it's purposeful, structured and future-facing.

Here's his investment strategy:

- Global LNG terminals
- LNG Carrier Fleet Expansion
- Long-term off-take agreements
- International oil company joint ventures

These actions exemplify what Nielsen and Lund (2018) refer to as strategic scalability, which is capacity-building that also sustains resource efficiency and performance integrity. Al-Kaabi also makes anticipatory bets on infrastructure investment, ensuring that growth in production is met with export, storage, and downstream processing capacity (Ajiga et al., 2024)

This approach to growth describes an ecosystem mentality—leaders create a meso-layer that empowers settings sustaining performance at scale (Stampfl et al., 2013). Additionally, his focus on technology integration (e.g., CCS systems) helps Qatar Energy emerge as not just a financial success but an environmentally adaptable scalable model.

Table 3. Case Study Performance Metrics

Leader	**Organization**	**Key Initiative**	**Quantitative Impact**	**Scalability Indicator**
Aliko Dangote	Dangote Refinery	Africa's largest refinery (650K bpd)	- $20B investment - 70% reduction in Nigeria's fuel imports (Africa CEO Forum, 2023)	Modular infrastructure (port, logistics)
Majid Jafar	Crescent Petroleum	Gas-focused diversification	- Operations in 8 countries - 30% revenue growth in transition markets (Kaderbhai, 2022)	Joint ventures & PPP models
Saad Sherida Al-Kaabi	Qatar Energy	LNG expansion (77 → 126 MTPA)	- $30B in LNG infrastructure - 20-year supply contracts (QatarEnergy, 2023)	Fleet expansion, global terminals

7. Data Analysis

7.1 Reframing Leadership and Management as a Dynamic System

The Visionary Management Dimension challenges the long-standing dichotomy between leadership and management by

positioning them as mutually reinforcing forces within one organizational system. Drawing on Complexity Leadership Theory (Uhl-Bien et al., 2007) and Kotter's distinction between over-management and under-leadership (1995), this dimension embraces the need for both vision and disciplined execution. This is especially vital in VUCA environments, where agility, adaptability, and alignment must coexist. As evidenced in the case of Aliko Dangote, bold national vision must be supported by robust operational systems to yield transformative results.

7.2 The Strategic Role of Business Scalability

What distinguishes the Visionary Management Dimension is the inclusion of Business Scalability as a core domain. Beyond managing current operations, scalability entails designing systems and structures that can expand without compromising integrity. Drawing on Nielsen and Lund (2018), scalability acts as a bridge—connecting visionary intent with operational sustainability. For instance, Saad Sherida Al-Kaabi's work at Qatar Energy reveals how infrastructural foresight and modular growth enable global leadership in LNG production.

7.3 Evidence-Based Foundations for Integration

Empirical literature supports this integrated framework:

- In health systems, McMullin & Raggo (2020) found that organizations combining leadership vision with management structure were more adaptive and resilient.
- Wallo et al. (2013) observed that when team leadership was coupled with management support, innovation and adaptability improved.
- Müller (2017) demonstrated that project performance increased when leaders balanced strategic insight with executional discipline.

Real-world practices, such as those in the Veterans Health Administration and Amazon's AWS ecosystem, illustrate how visionary strategies, when embedded within responsive structures, enable both scale and stability.

Table 4. Empirical Support for Visionary Management Integration.

Study	**Key Finding**	**Relevance to VMD**
McMullin & Raggo (2020)	Organizations combining vision + structure are 2x more adaptive in crises	Validates Leadership-Management synergy
Wallo et al. (2013)	Teams with leadership + management support show 35% higher innovation rates	Supports ambidextrous leadership (Rosing et al., 2011)
Müller (2017)	Projects with balanced strategic/execution focus achieve 90% success rates	Aligns with transactional discipline in Management domain

7.4 Applying the Model to Contemporary Organizational Challenges

Technological Change: Leaders must envision future use cases while managers embed technologies into existing workflows. Amazon's scaling of cloud-native systems (Brynjolfsson & McAfee, 2014) illustrates this dual capability.

Globalization and Diversity: Leadership demands cultural fluency; management ensures consistent delivery across regions. The GLOBE study (House et al., 2004) affirms that effective global leaders combine vision with operational alignment.

Sustainability: Leaders frame ethical priorities; managers implement and scale sustainability metrics. Patagonia and Tesla demonstrate how ethical vision can be embedded into systemic operations (Carroll & Buchholtz, 2003).

VUCA Readiness: Visionary Management cultivates resilient leaders who anticipate change, managers who stabilize processes, and systems that scale under stress (Bennis, 2007).

7.5 Integration with the Cognitive Psychological Dimension

Visionary Management complements the psychological drivers of leadership and management. Leaders must display:

- **Cognitive complexity** to handle ambiguity and align actions with evolving patterns (Lord & Hall, 2005)
- **Emotional intelligence** to foster trust and cohesion (Cerni et al., 2014)
- **Psychological resilience** to sustain performance under pressure
- **Lifelong learning** to adapt through reflection and feedback (Kolb, 1984)

Each Visionary Management domain supports psychological competencies: the Leadership domain promotes foresight and meaning; Management enhances structure and emotional regulation; Scalability sustains long-term resilience.

7.6 Functional Expertise and the Foundation of Execution

Technical and contextual knowledge, or functional expertise, is vital for execution. Leaders must possess domain credibility, while managers must ensure contextual relevance and procedural compliance (He et al., 2021; Hanif et al., 2020). In the case of Majid Jafar, the strategic use of natural gas and regional diversification reflects not just business sense but technical fluency embedded into leadership and scalable design.

7.7 Leadership as a Learnable, Scalable Capability

Drawing on Bass & Avolio (1994) and Kolb (1984), the Visionary Management Dimension treats leadership as a competency—not a fixed trait. Through guided learning, scenario planning, and feedback loops, individuals grow the capacity to lead within complex systems. Sydänmaanlakka (2003) supports that intelligent leadership stems from iterative learning. This is further illustrated in Saad Al-Kaabi's transition from technical executive to state-level energy strategist.

7.8 Business Scalability: Beyond Operations to Strategic Architecture

Scalability is reimagined here as a strategic lens, encompassing not only the capacity for growth but also the structural resilience required to navigate change. It involves both the design of scalable systems and the responsiveness to environmental shifts, a duality that has been central to the development of organizational ambidexterity (O'Reilly & Tushman, 2013). In this context, leaders envision scalable futures, aligning strategic direction with long-term capacity-building, while managers construct adaptable systems that operationalize those visions in real time. The scalability domain within the Visionary Management Dimension thus serves as the orchestrating mechanism that connects aspiration with implementation and ensures sustainable expansion (Rosing, Frese, & Bausch, 2011). This dynamic is exemplified in Aliko Dangote's infrastructural investments, where the design of a private port, logistics systems, and a regional distribution strategy reflects a deliberate effort to build for scale while maintaining operational coherence (Africa CEO Forum, 2023).

7.9 Integration with the VFC Competence Framework

The Visionary Management Dimension aligns closely with the other two dimensions of the VFC Competence Framework:

- **Cognitive Psychology Dimension**: provides psychological agility, resilience, and learning adaptability. These attributes underpin strategic foresight and emotional regulation.
- **Functional Expertise Dimension**: ensures technical knowledge, domain fluency, and operational consistency. It anchors leadership and management in practical capability.

Visionary Management serves as a synthesizing force—converting psychological traits and technical competencies into scalable strategy. While the Cognitive and Functional dimensions address individual competencies, Visionary Management addresses organizational competence: how vision is operationalized, managed, and scaled.

7.10 Cross-Case Synthesis: Patterns Across Visionary Leaders

The cases of Aliko Dangote, Majid Jafar, and Saad Sherida Al-Kaabi reveal distinct leadership contexts yet converge on several key traits that exemplify the Visionary Management Dimension in action. Through comparative synthesis, three interdependent patterns emerge across the Leadership, Management, and Business Scalability domains, offering practical validation for the theoretical model.

First, across all three leaders, the Leadership Domain is consistently characterized by value-based strategic vision. Dangote's industrial mission was grounded in national economic empowerment; Jafar framed energy as a human right, embedding ethical purpose into business growth; Al-Kaabi aligned Qatar's energy agenda with a broader national development strategy. This confirms that visionary leadership begins with moral clarity and systemic foresight, aligning the self-concept of the leader with institutional purpose (Shamir et al., 1993).

Second, in the Management Domain, all three cases highlight the necessity of operational alignment and adaptive governance. Dangote's construction of an independent port, Jafar's separation of strategic oversight from day-to-day operations, and Al-Kaabi's tiered governance within Qatar Energy each demonstrate a commitment to executional excellence. These leaders did not delegate execution blindly—they designed managerial systems that operationalized vision while maintaining flexibility, exemplifying traits of ambidextrous leadership (Rosing et al., 2011) and modern management science (Zhou, Wan, & Yang, 2020).

Third, the Business Scalability Domain appears not as a byproduct but as a deliberate leadership function. All three leaders built modular, growth-oriented infrastructures: Dangote's refinery anticipates West African fuel demand; Jafar diversified regionally while championing natural gas as a scalable transition fuel; Al-Kaabi engineered Qatar's LNG rise through anticipatory investments in shipping and terminals. These strategies validate the assertion that scalability is a strategic

mindset, not merely an operational tactic (Kidson, 2024; Stampfl et al., 2013).

Cross-case patterns also show that narrative framing and system design reinforce one another. Each leader used public communication to articulate a shared vision while concurrently embedding that vision into scalable processes. This synthesis illustrates that Visionary Management is not personality-driven but structure-enabled—a competency rooted in aligning internal vision, external systems, and scalable infrastructures.

Overall, the cases collectively demonstrate that when visionary foresight is intentionally linked to execution and scalability, leaders are able to build resilient organizations that thrive under complexity. The practical overlap across diverse settings supports the Visionary Management Dimension as a valid and transferable model for leadership and organizational growth.

7.11 Summary and Key Insights

The Visionary Management Dimension is not just a theoretical proposition—it is a practical model validated by leadership behavior, system design, and adaptive performance. It:

- Transforms leadership from intuition to competence
- Aligns management with innovation and execution
- Positions scalability as a proactive, strategic imperative

Together with Cognitive Psychology and Functional Expertise, it completes the VFC Competence Framework as a triadic system for resilient, scalable, and ethically anchored organizations.

7.12 Implications for Theory and Practice (See Figure 2)

First: Theoretical implications (contributions to the cognitive framework):

1). Breaking the traditional dichotomy between leadership and management:

- The paper challenges the historical separation between leadership (vision) and management (execution), presenting them as a dynamic, interconnected system.

- This overlap reshapes the way leadership and management theories are taught and applied, especially in complex and volatile (VUCA) environments.

2). Integrating scalability as a strategic domain in competency models:

- It highlights that scalability is not an afterthought, but rather a strategic component that must be included from the outset in the leadership and management model.

- This approach addresses a significant gap in the current literature that marginalizes this dimension, and reinforces the importance of architectural thinking and replicable and scalable systems.

3). Clearly integrating psychological and cognitive dimensions into the leadership model:

- It demonstrates how emotional intelligence, psychological flexibility, and cognitive complexity play a direct role in translating vision into actionable outcomes.

- The model enriches theory by blending transformational and charismatic leadership with transactional leadership and modern scientific systems.

4). Integration of the three dimensions of the VFC Competency Framework:

- It demonstrates how the "Visionary Management Dimension" acts as a link between the cognitive psychology dimension and functional expertise, creating an integrated competency model applicable across sectors and contexts.

Second: Practical Implications (Applications and Practices):

1). Providing an applied framework for leadership in complex environments:

- The model provides a practical reference for executive leaders to design their organizations in an integrated manner, combining strategic vision, disciplined execution, and sustainable scalability.

2). Redesigning Leadership Development Strategies

- It proposes that leadership is not an innate talent, but rather a dynamic, learnable ability that can be enhanced through regular training, feedback, and scenario planning.

- This opens the way for executive education institutions to adopt programs based on the three-pronged model (leadership, management, and scalability).

3). Providing practical case studies demonstrating the effectiveness of the model.

- Through real-life case studies such as Aliko Dangote (Nigeria), Majid Jaafar (UAE/Iraq), and Saad Al Kaabi (Qatar), the paper demonstrates how the model can be implemented in large-scale projects and complex sectors such as the energy sector.

4). Supporting organizational architecture design decisions

- The model provides practical guidance for building flexible management structures, scalable performance systems, and platform-based business models, enhancing organizations' readiness for expansion without functional or structural collapse.

5). Enhancing organizational effectiveness assessment programs

- The model can be used to design new assessment tools that help measure the integration of leadership and management and scalability within organizations, especially in sectors such as energy, technology, and education.

Third: Future implications and open areas of research:

The paper recommends expanding research in several areas, such as:

- Quantitatively evaluating the model across different industries.
- Analyzing the model's impact on organizational performance over time.
- Integrating the model into executive leadership programs.

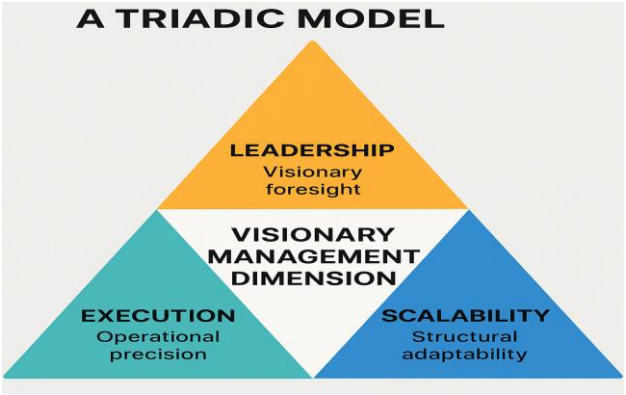

Figure 2. Visionary Management Dimension: A Triadic Framework for Scalable Leadership.

8. Conclusion and Future Research:

The results and insights summarized in this paper confirm the Visionary Management Dimension as a major pillar of the VFC Competence Framework. This single model provides a strength with which organizations can survive dwindle, grow, and scale within the turbulent times through an ever-changing, increasingly collaborative global economy. Unlike traditional matrices that divide role into leadership vs. management or detach scale as an afterthought, this dimension binds them into an interdependent system for growth that lasts.

The Visionary Management Dimension has empirical support, theoretical grounding, and real-world case examples to show it is relevant and practically impactful. From Aliko Dangote's national infrastructure vision to Saad Sherida Al-Kaabi's LNG strategy aligned with state priorities, and Majid Jafar's framing of energy justice as a challenge of ethics, this dimension is revalidated across contexts, sectors and challenges.

As an important consideration, the Visionary Management Dimension does not operate independently. It proactively leverages and enriches the other two VFC Dimensions:

- It builds off the self-awareness, emotional regulation and adaptability learned in the Cognitive Psychology Dimension to form strategic vision and execution.
- It enhances the Functional Expertise Dimension's domain-specific precision in order to create operationally sound and strategically scalable systems.

The three dimensions together create a complete competence matrix for the future organizations and leadership.

Future Research Directions:

To validate and expand the applicability of the Visionary Management Dimension, future research should consider:

- **Empirical assessment** of the three-domain integration in different industries and cultural contexts
- **Longitudinal studies** tracking the development of scalable leadership competencies over time
- **Quantitative metrics** to evaluate the performance impact of Visionary Management across organizational types
- **Comparative analysis** with existing leadership and management models (e.g., Kotter, Goleman, Complexity Theory)

Moreover, integrating this framework into executive development programs and organizational assessments will further refine its validity, allowing institutions to cultivate leaders who are not only visionary but also structurally competent and strategically scalable.

The Visionary Management Dimension offers not just a new way of thinking, but a new way of building the leaders, systems, and growth engines of tomorrow.

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Authors contributions

Mr. Mustafa AbdelMohiman led the conceptual development of the study. He was responsible for the ideation process, formulation of key theoretical insights, the foundational structure of the literature review, and the approval of each section. Mr. Abdullah Hussein Salem contributed by conducting an extensive systematic search, curating and analyzing references, aligning the research with contemporary scientific frameworks, and drafting the manuscript. Both authors collaborated iteratively, engaging in critical revisions, validation of content, and refinement of arguments. Both authors reviewed and approved the final manuscript. Contributions were equal and complementary, and the authorship reflects a shared intellectual partnership in the development of this study.

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