



VISIONARY LEADERSHIP STRATEGIES: NAVIGATING UNCERTAINTY IN THE WORKPLACE

Moch. Nur Syawalludin Nugroho¹, Hartinah², Farah Indira³, Fara Nadyatun⁴,
Yuliana A⁵

^{1,2,3,4} State Islamic Institute of Sorong, Southwest Papua, Indonesia

⁵University of Muhammadiyah, Sorong, Southwest Papua, Indonesia

Article History

Received Oct 1, 2025

Revised Nov 3, 2025

Accepted Nov 14, 2025

Keyword:

*Visionary Leadership,
Organizational
Resilience, Agility,
Sustainability*

Abstract

The era of disruption, characterized by uncertainty, complexity, and rapid technological change, demands adaptive, visionary leadership. This study aims to analyze visionary leadership strategies for addressing uncertainty in the modern workplace and to examine their role in building resilient, sustainability-oriented organizations. The research method is a qualitative approach using library research, examining various scientific sources such as journals, books, and academic articles published over the last 3 years. The results show that visionary leadership plays an important role in integrating long-term vision with adaptive actions that are responsive to environmental changes. Visionary leaders build a collaborative, innovative, and flexible organizational culture through effective communication and data-driven decision-making. The discussion also reveals that visionary leaders act as direction-setters, agents of change, spokespersons, and coaches, synergistically encouraging organizations to achieve resilience and competitive advantage.

This is an open-access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



Corresponding Author:

Moch. Nur Syawalludin Nugroho

State Islamic Institute Sorong, Southwest Papua, Indonesia

Address: Jl. Sorong-Klamono Km. 17 Klablim, East Sorong District, Sorong City, Southwest Papua 98414

emha18.sn@gmail.com

INTRODUCTION

Visionary leadership is rooted in a leader's ability to create and articulate a realistic, challenging, yet achievable vision for the future for all elements of the organization (Jailani, 2023). This vision is not merely a normative statement but a strategic roadmap that guides the organization in adapting to change. Visionary leaders not only act as policy directors but also as inspirers who can mobilize collective potential to achieve common goals. In this case, they encourage the development of an innovative work culture grounded in

continuous learning as the foundation for organizational transformation (Khoirunnisa & Wahyudi, 2024).

The development of digital technology has changed the paradigm of organizational leadership. Traditional leadership styles that tend to be authoritarian are now shifting towards more participatory and collaborative patterns (Widodo, 2022). Today's leaders are required to be visionary, able to drive organizations with inspiration, innovation, and human resource empowerment (Umam, 2024). Visionary leaders can articulate a vision, foster commitment, and guide the organization toward success through the active participation of all members (Mustiningsih et al., 2023).

In the context of the digital age and global uncertainty, visionary leadership has proven to be both an anchor of stability and a driver of change. Visionary leaders can balance short-term adaptation needs with long-term, sustainable strategic vision, enabling organizations to remain resilient in the face of external and internal pressures (Nazir, 2023). By prioritizing flexibility, strategic communication, and the courage to make innovative decisions, visionary leaders can shape organizations that not only survive but also thrive amid technological and social disruption (Sutrisno et al., 2024).

A review of previous studies shows that visionary leadership is a crucial factor in responding to the challenges of an era of disruption characterized by uncertainty and rapid change. According to Permata & Nurhayati, 2024), agile leadership with adaptive and collaborative characteristics is key to decision-making in a VUCA (Volatility, Uncertainty, Complexity, Ambiguity) environment. Meanwhile, Dao (2024) highlights the importance of strategic leaders' flexibility in managing complexity and seizing opportunities from dynamic organizational changes. In line with these findings, Syarof & Agustiyarini (2023) show that uncertainty can be a catalyst for innovation when managed by visionary leaders oriented towards human resource development.

Based on a literature review, there remains a gap in research on how visionary leadership strategies are implemented in practice amid disruption (Widodo, 2022). Most previous studies only discuss aspects of decision-making or strategic adaptation, without delving deeply into the integration between long-term vision and organizational change management (Mustiningsih et al., 2023; Umam, 2024). Therefore, this study aims to analyze the characteristics and strategies of visionary leadership in addressing the uncertainties of the modern workplace and to provide conceptual recommendations for developing a relevant leadership model in the era of disruption.

METHOD

This study uses a qualitative, library-based approach to explore and analyze the latest literature on visionary leadership and organizational strategies in an era of disruption. This approach is used because it allows researchers to understand phenomena in depth and in context through the analysis of various

credible scientific sources (Creswell & Poth, 2023). Data were obtained from academic books, reputable journal articles, and previous research results selected based on topic relevance, publication quality, and theoretical contributions to the development of the concept of visionary leadership (Bungin, 2022). The data collection process was carried out through the stages of identification, selection, and verification of sources, with consideration of the validity and reliability of the literature used. Data validity was strengthened through triangulation and in-depth content analysis, ensuring objective and scientifically accountable interpretations (Ammar et al., 2024; Yulikah et al., 2024).

Data analysis was conducted using a content analysis approach, including critical reading, thematic coding, and synthesis of information from selected literature (Fahma et al., 2024). These stages were used to identify patterns, themes, and gaps in previous research relevant to visionary leadership strategies. In addition, this study adopted a multiple-case analysis approach to strengthen the conceptual synthesis and provide an applicable description of the application of visionary leadership strategies across various organizational contexts (Khoiri, 2024).

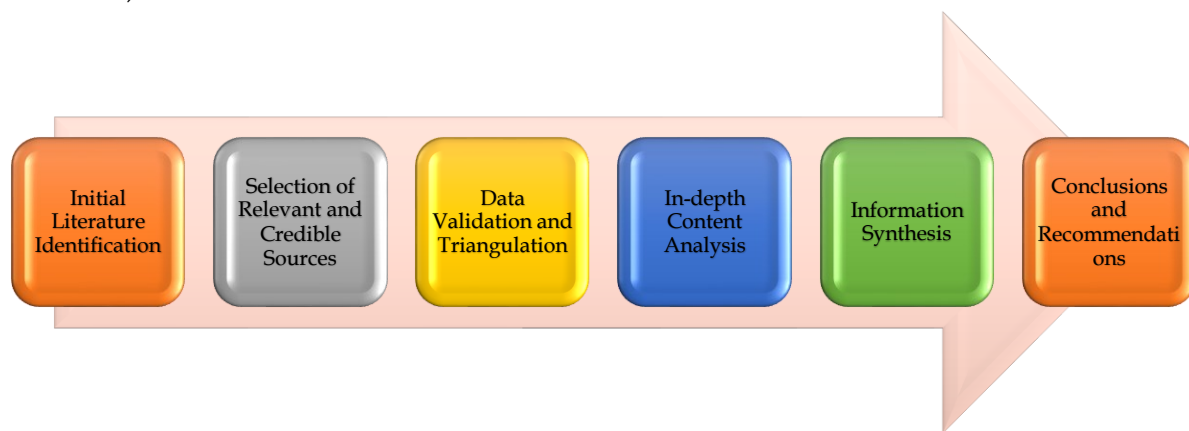


Figure 1: Literature Review Flowchart

RESULT

The results of this study indicate that visionary and agile leadership are the two most relevant leadership models for dealing with the dynamics of an era of disruption and global uncertainty. A literature review of 20 sources found that leaders with agile characteristics have a strong ability to adapt to external environmental changes, optimize available resources, and respond to unexpected challenges (Alamsyah et al., 2023; Rahman, 2024). Meanwhile, visionary leaders play an important role in providing clear, long-term strategic direction for organizations, especially amid rapid, uncertain change.

In addition, the study's results show that organizations that apply visionary leadership principles tend to exhibit stronger performance stability and organizational resilience. This is due to visionary leaders' ability to articulate a

realistic, challenging, and inspiring vision of the future for all members of the organization (Ananda & Fitria, 2024). Visionary leaders also encourage the emergence of an organizational culture oriented towards innovation and continuous learning, which, in turn, strengthens the organization's ability to deal with uncertainty (Yuliani & Arifin, 2023).

Other findings indicate that integrating sustainability values into visionary leadership is becoming increasingly prominent in modern organizations. Leaders with a sustainability orientation can balance economic, social, and environmental interests within organizations (Ariani & Gunawan, 2023). Organizations with a clear sustainability vision tend to be more innovative in developing environmentally friendly products and more efficient in resource use (Fauziah & Nugroho, 2024). Visionary leadership with a sustainability orientation has also been shown to increase trust and loyalty among external stakeholders.

From a decision-making perspective, adaptive and visionary leaders demonstrate strategic skills in turning uncertainty into opportunity. They do not rely solely on intuition but also use data and predictive analytics to inform their decisions (Hadi & Pratama, 2024). Visionary leadership has a direct impact on human resource development and organizational behavior. Visionary leaders can increase employee engagement and motivation through inspirational communication and active involvement in the innovation process (Siregar et al., 2024). Visionary leadership leads to significant improvements in cross-departmental collaboration, work productivity, and adaptive capacity to external changes.

Visionary leadership plays an important role in strengthening organizational innovation capabilities. Visionary leaders not only focus on short-term achievements but also instill the values of continuous learning and the courage to take calculated risks. By leveraging digital technologies such as big data analytics and artificial intelligence, leaders can identify new opportunities and develop evidence-based strategies to improve organizational efficiency and competitiveness (Nuraini & Wijayanti, 2024). Furthermore, visionary leadership has been proven to accelerate the digital transformation process by increasing employee technology literacy and encouraging collaboration between humans and machines in the work process (Rahmadani et al., 2023). This confirms that a strategic vision integrated with technological innovation is the key to organizations' survival and success amid the dynamics of the era of disruption.

The application of visionary leadership is strongly correlated with the formation of an adaptive and resilient organizational culture. Visionary leaders create a work climate that fosters trust, openness, and active participation, thereby strengthening a sense of belonging among members of the organization (Wulandari & Hidayat, 2023). This culture encourages cross-functional collaboration and facilitates the exchange of constructive ideas to produce creative solutions to strategic challenges. Visionary leadership not only influences policy direction but also fosters a social foundation that enables organizations to adapt to uncertainty while maintaining consistency in long-term

values and goals (Gunawan & Ridho, 2024). These findings reinforce the view that visionary leadership serves as a catalyst that bridges strategy, innovation, and organizational culture amid dynamic global change.

In general, the results of this study confirm that a visionary leadership model integrated with the principle of agility has a positive impact on competitiveness, sustainability, and organizational performance in an era of disruption. This type of leadership focuses not only on controlling change but also on creating a long-term strategic direction oriented towards innovation, sustainability, and the welfare of all stakeholders.

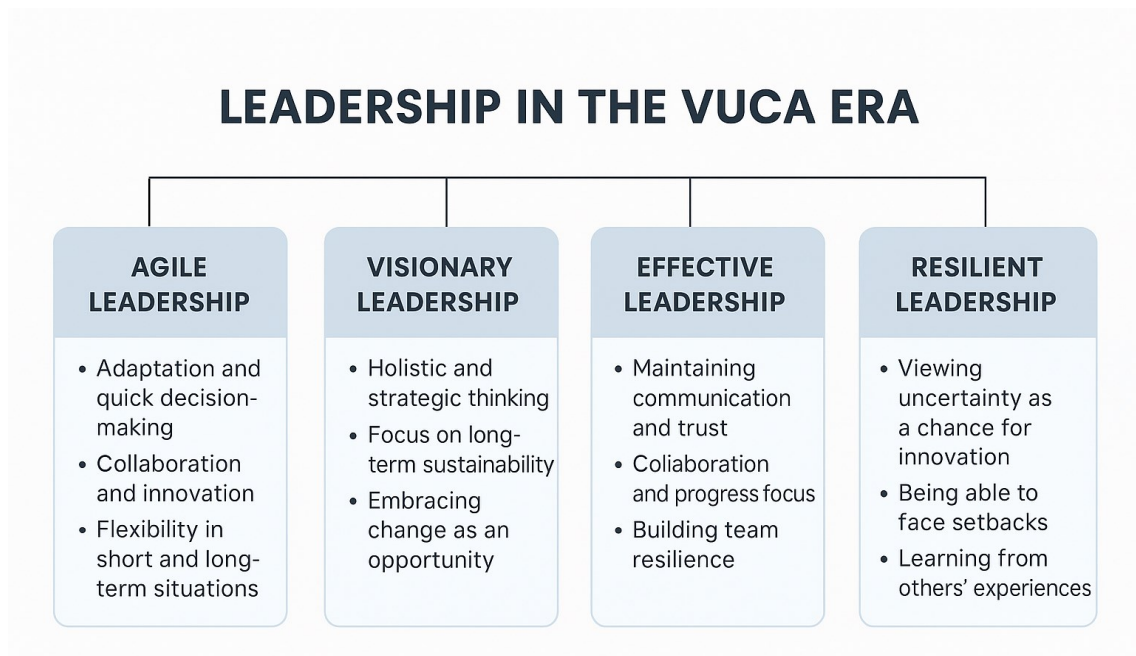


Figure 2: Visionary and Agile Leadership in the Volatility, Uncertainty, Complexity, Ambiguity (VUCA) Era

DISCUSSION

The results of the study show that visionary leadership requires mastery of complex strategic competencies, including effective communication, emotional intelligence, and an understanding of the external environment. Effective communication is key to ensuring that all members of the organization understand the direction of the vision and strategy that has been set. Visionary leaders not only convey messages verbally but also build shared meaning through open, participatory dialogue (Esenyel, 2024). In the context of a modern workplace full of uncertainty, two-way communication skills enable leaders to strengthen ownership of the organizational vision and increase employee engagement (Syamsir & Mulyadi, 2025). In addition, emotional intelligence plays an important role in building healthy relationships between individuals,

enabling leaders to maintain social and psychological stability in the workplace (Zhao & Chen, 2023).

Visionary leaders have four key strategic roles—direction setter, change agent, spokesperson, and coach—that form the foundation for managing organizations amid disruption (Nasution & Aslami, 2024). As direction setters, leaders are responsible for establishing a vision and communicating it in an inspiring way so that all members of the organization internalize it. As agents of change, they must identify external trends, assess risks, and create opportunities through innovation (Atanassova, 2025). The role of spokesperson requires leaders to represent the organization, build public trust, and expand strategic cooperation networks. Meanwhile, as coaches, visionary leaders nurture individual potential and foster a culture of continuous learning. These four roles complement each other in shaping a resilient and adaptive organization amid global uncertainty.

Visionary leadership is not just a theoretical concept, but is realized through concrete actions in managing organizational change. Harper emphasizes four key competencies that modern leaders must possess: anticipation, speed, agility, and perceptiveness. These four competencies reflect a leader's ability to monitor environmental changes, make quick data-driven decisions, and adjust strategies to dynamic conditions. Visionary leaders view change not as a threat but as an opportunity to innovate and enhance the organization's competitiveness (Harper, 2023). This approach is reinforced by the findings of Das and Lee, who found that organizations led by visionary leaders have a greater capacity to manage digital change and business transformation (Das & Lee, 2024).

Although the concept of visionary leadership offers many benefits, its implementation is not without significant challenges. The main obstacles identified include resistance to change, limited resources, and pressure to achieve short-term results. Resistance often arises due to uncertainty about the future and fear of losing stability (Kusumawardhani & Mulyani, 2023). Limited human and financial resources constrain an organization's ability to realize an ambitious vision (Handayani & Yusuf, 2024). Visionary leaders must balance short-term needs and long-term vision by promoting transparent communication and cross-sector collaboration.

This study also confirms that effective visionary leadership is rooted in sustainability and social responsibility. Visionary leaders do not only focus on economic results, but also consider the social and environmental impacts of every strategic decision (Widyastuti & Raharjo, 2024). Integrating sustainability values into the organizational vision strengthens public reputation and legitimacy. For example, leaders who adopt a green leadership approach can move their organizations toward energy efficiency and ecological responsibility without sacrificing financial performance (Liu & Zhang, 2023). Sustainability-based visionary leadership is considered an evolution from the traditional managerial paradigm toward humanistic and sustainable management.

The findings of this study reinforce the concept that visionary leadership is a form of strategic leadership that is long-term oriented and capable of adapting to the complexity of the work environment. Meanwhile, in practical terms, this study's results emphasize the need to develop leaders' capacities through visionary leadership training, mentoring, and the application of decision-making support technology (Nurhayati & Prabowo, 2025). The application of agility and innovation principles in human resource management can strengthen an organization's readiness to face disruption.

Based on the results of the literature review and empirical analysis, this study confirms that visionary leadership plays a crucial role in facing the challenges of uncertainty and disruption in the modern workplace. Visionary leaders not only serve as the bearers of the organization's strategic direction but also as drivers of innovation, collaboration, and continuous learning. The findings show that the success of visionary leadership lies in integrating a long-term vision with adaptive actions that respond to external and internal changes. Visionary leaders build a resilient organizational culture, encourage employee engagement, and increase innovation capacity through open communication and the use of digital technology. In an era of disruption, visionary leadership has been proven to strengthen organizational competitiveness through strategies oriented towards sustainability and resilience. Thus, this study fills a theoretical gap regarding how the concept of visionary leadership can be applied concretely to optimize organizational performance and adaptability amid complex global changes. Therefore, this study contributes by offering a theoretical synthesis that emphasizes the importance of integrating strategic flexibility and organizational resilience as a framework for visionary leadership in an era of uncertainty. Although this study provides a comprehensive conceptual understanding, its main limitation lies. This study provides a comprehensive conceptual understanding; its main limitation is that it is literature-based, lacking empirical validation in the field. Further research is recommended to use a mixed-methods approach, including case studies and field surveys, to empirically test the proposed visionary leadership model and explore contextual factors such as culture.

REFERENCES

- Alamsyah, R., Nugraha, D., & Sari, E. (2023). Agile Leadership in Navigating Organizational Uncertainty in the Digital Era. *Journal of Business Dynamics and Innovation*, 8(2), 155–168.
- Ammar, A. M. Z., Basyarudin, A. A., Awaliyah, F. N., Hartanto, W. T., & Febriantina, S. (2024). Literature Review : Peran Strategis Pemimpin dalam Menciptakan Budaya Kerja yang Progresif dan Berkelanjutan. *Jurnal Kajian Dan Penelitian Umum*, 2(6), 170–184. <https://e-journal.nalanda.ac.id/index.php/jkpu/article/view/1449>
- Ananda, P., & Fitria, S. (2024). Visionary Leadership and Organizational Culture Transformation in Post-Pandemic Institutions. *Indonesian Journal of*

- Management Studies*, 12(1), 45–60.
- Ariani, R., & Gunawan, M. (2023). Sustainability Leadership: Integrating Vision and Environmental Responsibility in Business. *Asia Pacific Journal of Leadership and Innovation*, 7(3), 221–236.
- Atanassova, N. (2025). Strategic Roles of Visionary Leaders in Organizational Transformation. *Journal of Business and Management Studies*, 12(1), 67–81. <https://garuda.kemdikbud.go.id/documents/detail/4231049>
- Bungin, B. (2022). *Metodologi Penelitian Kualitatif: Aktualisasi Metodologis ke Arah Ragam Varian Kontemporer*. Rajawali Pers.
- Creswell, J. W., & Poth, C. N. (2023). *Qualitative Inquiry and Research Design: Choosing Among Five Approaches* (5th ed.). SAGE Publications.
- Dao, Y. (2024). Kepemimpinan Strategis di Era VUCA (Volatility, Uncertainty, Complexity, and Ambiguity). *Jurnal Ilmu Manajemen Dan Bisnis*, 5(3), 77–90. <https://garuda.kemdikbud.go.id/documents/detail/4501123>
- Das, S., & Lee, M. (2024). Adaptive and Visionary Leadership in Managing Organizational Change during Disruption. *Leadership & Organization Development Journal*, 45(3), 502–518. <https://doi.org/10.1108/LODJ-02-2024-0063>
- Esenyel, V. (2024). The role of visionary communication in leadership effectiveness. *International Journal of Leadership Studies*, 15(2), 101–118. <https://www.sciencedirect.com/science/article/pii/S1877042824000123>
- Fahma, N., Kusuma, A. A. S., Prayitno, H. J., Soemardjoko, B., & Narimo, S. (2024). Strategi Perubahan Inovatif dalam Kepemimpinan Visioner Kepala Sekolah Muhammadiyah. *Ideguru: Jurnal Karya Ilmiah Guru*, 9(3), 1345–1350. <https://jurnal-dikpora.jogjaprovo.go.id/index.php/jurnalideguru/article/view/975>
- Fauziah, D., & Nugroho, R. (2024). Green Visionary Leadership for Corporate Sustainability in Emerging Markets. *Journal of Sustainable Management Research*, 6(1), 88–102.
- Gunawan, T., & Ridho, F. (2024). Resilient Leadership and Organizational Culture in the Era of Disruption. *International Journal of Leadership and Management Studies*, 7(1), 22–38.
- Hadi, R., & Pratama, W. (2024). Strategic Agility and Decision-Making in Uncertain Environments. *Jurnal Manajemen Strategis Dan Bisnis Digital*, 9(1), 77–93.
- Handayani, S., & Yusuf, M. (2024). Resource Constraints and Leadership Adaptability in Public Institutions. *Jurnal Ilmu Administrasi*, 11(2), 77–91. <https://garuda.kemdikbud.go.id/documents/detail/4189671>
- Harper, J. (2023). Accelerating Change and Visionary Leadership in the Digital Era. *Journal of Organizational Change Management*, 36(7), 1458–1476. <https://doi.org/10.1108/JOCM-04-2023-0112>
- Jailani, C. (2023). Kepemimpinan Visioner: Membangun Masa Depan Organisasi yang Berkelanjutan. *Jurnal Ilmiah Manajemen Dan Organisasi*, 4(2), 134–147. <https://garuda.kemdikbud.go.id/documents/detail/4200567>

- Khoiri, M. (2024). Visionary Leadership on Transforming Organizational Change in the Era of Disruption. *International Journal of Multicultural and Multireligious Understanding*, 11(4).
<https://ijmmu.com/index.php/ijmmu/article/view/2053>
- Khoirunnisa, R., & Wahyudi, A. (2024). Digital Leadership and Visionary Strategy in Facing Industry 5.0. *International Journal of Educational Leadership and Management*, 14(1), 89–103.
<https://ejournal.unesa.ac.id/index.php/jelm/article/view/45678>
- Kusumawardhani, R., & Mulyani, D. (2023). Managing Resistance in Visionary Leadership Implementation. *Jurnal Ekonomi Dan Bisnis*, 30(4), 189–203.
<https://garuda.kemdikbud.go.id/documents/detail/3958123>
- Liu, S., & Zhang, H. (2023). Green Visionary Leadership: Linking Sustainability and Innovation. *Journal of Cleaner Production*, 398, 136924.
<https://doi.org/10.1016/j.jclepro.2023.136924>
- Mustiningsih, M., Arifin, Z., & Wahyudi, A. (2023). Visionary Leadership as a Driver of School Innovation Culture in the Digital Era. *Proceedings of the 5th International Conference on Education and Management Technology (ICEMT 2023)*. <https://www.atlantis-press.com/proceedings/icemt-22/125984294>
- Nasution, R. A., & Aslami, N. (2024). Kepemimpinan dan Perubahan: Meneliti Keterlibatan Karyawan di Era Modern. *Forum Manajemen*, 22(2), 167–173.
<https://doi.org/10.61938/fm.v22i2.519>
- Nuraini, M., & Wijayanti, F. (2024). Visionary Leadership and Digital Innovation Capability in Modern Organizations. *Journal of Business Strategy and Technology*, 18(1), 77–90.
- Nurhayati, N., & Prabowo, D. (2025). Leadership Capacity Building and Organizational Agility in Digital Workplaces. *Jurnal Kepemimpinan Dan Inovasi*, 4(1), 33–47.
<https://garuda.kemdikbud.go.id/documents/detail/4231257>
- Permata, H. D., & Nurhayati, N. (2024). Agile Leadership and Voting Process in Organization. *Jurnal Manajemen Dan Inovasi*, 10(1), 12–24.
<https://garuda.kemdikbud.go.id/documents/detail/4567890>
- Rahmadani, S., Prakoso, A., & Dewi, M. (2023). Digital Literacy and Leadership Agility in Organizational Transformation. *Jurnal Manajemen Dan Teknologi*, 10(4), 255–270.
- Rahman, A. (2024). Visionary Leadership and Strategic Balance in Disruptive Markets. *Global Management Review*, 10(2), 190–205.
- Siregar, M., Yusri, R., & Lestari, D. (2024). Employee Engagement through Visionary Leadership in Dynamic Work Environments. *Human Resource Development Review Indonesia*, 4(2), 105–121.
- Sutrisno, S., Sriyono, S., Ambarwati, R., & Prapanca, D. (2024). Membangun Talenta Masa Depan: Menganalisis Kepemimpinan Inovatif, Pengembangan, Strategi Pemasaran, dan Komitmen Organisasi pada Retensi Karyawan Generasi Berbeda di Era Disrupsi. *Al Qalam: Jurnal Ilmiah Keagamaan Dan Kemasyarakatan*, 18(6), 4342.
<https://doi.org/10.35931/aq.v18i6.4138>

- Syamsir, A., & Mulyadi, H. (2025). Transformational and Visionary Leadership for Organizational Agility in Disruptive Era. *Jurnal Manajemen Dan Inovasi*, 9(1), 45–59. <https://garuda.kemdikbud.go.id/documents/detail/4228174>
- Syarof, I. M., & Agustiyarini, D. P. (2023). Apakah Ketidakpastian Bisa Menghasilkan Peluang? *Jurnal Komunikasi Dan Humaniora*, 8(1), 55–68. <https://garuda.kemdikbud.go.id/documents/detail/4309987>
- Umam, N. (2024). Strategi Kepemimpinan Visioner pada Pondok Pesantren di Era Digital. *Islamic Education Management Journal*, 5(2), 101–115. <https://ejournal.iaida.ac.id/index.php/picem/article/view/3735>
- Widodo, A. (2022). Kepemimpinan Visioner dalam Meningkatkan Kapasitas Organisasi di Era Disrupsi. *Pedagonal: Jurnal Ilmiah Pendidikan*, 6(1), 45–56. <https://journal.unpak.ac.id/index.php/pedagonal/article/view/5005>
- Widyastuti, N., & Raharjo, A. (2024). Visionary Leadership and Sustainable Organizational Development. *Jurnal Manajemen Dan Keberlanjutan*, 8(3), 55–69. <https://garuda.kemdikbud.go.id/documents/detail/4169025>
- Wulandari, R., & Hidayat, B. (2023). Building Adaptive Organizational Culture through Visionary Leadership. *Jurnal Administrasi Bisnis*, 12(3), 143–159.
- Yuliani, F., & Arifin, M. (2023). Visionary Leadership and Sustainable Organizational Performance in the Digital Economy. *International Journal of Organizational Transformation*, 8(4), 330–345.
- Yulikah, A., Qomar, M., Mutohar, P., & Ambarwati, A. (2024). Futuristic Thinking Based On Organizational Culture For Visionary Leaders In Increasing The Competitiveness Of Educational Institutions. *International Journal of Educational Research & Social Sciences*, 5(4), 753–762. <https://ijersc.org/index.php/go/article/view/864>
- Zhao, L., & Chen, M. (2023). Emotional Intelligence and Visionary Leadership: Building Engagement in Uncertain Times. *Leadership and Organization Development Journal*, 44(3), 287–302. <https://www.emerald.com/insight/content/doi/10.1108/LODJ-06-2023-0190/full/html>