



EXAMINATION OF THE CONCEPT OF CHARISMATIC LEADERSHIP IN THE CONTEXT OF STRATEGIC MANAGEMENT MODEL IN TERMS OF LEADER-FOLLOWER DISTANCE

(Review study)

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Abstract

Throughout history, research has been conducted, and theories have been developed regarding leadership. Today, a prominent and crucial topic is the leadership approach in strategic management. Leadership is essential in strategic management because there is a need for guidance to implement strategies successfully. The discrepancy between desired organizational goals and the actual results may arise due to the inability to control the outcomes among organizational members and group dynamics. Leadership is a combination of strategy and character, giving rise to specific leadership styles based on individuals' personal views, perspectives on life, and character (Simpson, 2012). In this context, the research aims to examine the concept of charismatic leadership within the scope of the strategic management model by reviewing the relevant literature and exploring the role of leader-follower distance in this context.

Keywords: Strategic management, charismatic leadership, management

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1. Introduction

Keeping up with the pace of change in the business world becomes increasingly challenging as each day passes. The progress of organizations and even the preservation of their existence in these constantly changing conditions is possible through the most efficient use of available resources. Effective and efficient resource utilization, along with the establishment of a common goal among employees in pursuit of this objective, is achievable with strong leaders. Leaders, to cope with the speed of change and handle uncertain environments, prioritize technology, process strategies, and strategic management.

Strategic management relies on the accumulation of all the knowledge, foresight, values, judgments, initiative-taking abilities, critical decision-making skills, and risk-taking capabilities of leaders in top management roles (Hitt et al., 2005). Management styles and leadership approaches vary from one organization to another. Therefore, qualities such as the ability to understand problems effectively, manage the process, and generate solutions become prominent. The human factor and its emotional structure are managed by leaders within organizations.

Charismatic leaders are individuals who embrace the principle of transparency in their relationships, advance processes in a balanced manner, and pay attention to ethical principles with self-awareness. The purpose of this study is to determine the position of charismatic leadership among leadership approaches by examining the concept of charismatic leadership, emphasizing its place in the strategic management process. Within this framework, the study aims to identify the characteristics that should be present in a charismatic leader. The focal point of this research is the emergence of charismatic leadership as a leadership style.

2. Method

Collection of Data

In our study, purpose, strategic management, charismatic leadership and management are examined. Literature sources were scanned to examine the evaluation. Qualitative research method was used as the method and mainly subject-specific articles were published. studies and internet research have been conducted.

Data Collection Tool

In this study created with the traditional compilation method; These topics were examined and evaluated in Pub Med, Google Scholar and Web's Science databases using the keywords Strategic management, charismatic leadership, management. It is based on studies conducted in the literature.

3. Results

In this section, the findings were evaluated on the Examination of the Charismatic Leadership Concept in Terms of Leader-Follower Distance in the Context of the Strategic Management Model.

The term "strategy," originating from ancient Greek, emerges from the combination of the words "stratus" (army) and "ago" (leadership, management, direction). Another approach suggests its derivation from the Latin word "stratum," which encompasses meanings like "path" and "trail." In the discipline of management, the term "strategy" carries the meaning of "the paths an organization will follow to achieve its goals." Initially associated with the role put forth by military leaders known as 'Strategos,' the concept of strategy began to be used to denote the art of generalship (Saklı, 2012; Mintzberg et al., 1995).

On the other hand, the concept of management is broad, and strategic management represents a part of this comprehensive meaning. Strategic management is a specific management area concerning top-level representatives of the organization. In other words, it places significant importance on top-level executives in strategic management and holds a distinct value. It encompasses the management of an organization's long-term plans and extraordinary outcomes. Unlike management that deals with daily activities and ordinary results involving immediate changes, strategic management surpasses these aspects. Uncertainty is a natural part of strategic management, making it a prioritized value for organizations. Uncertainties are challenges that need to be eliminated and resolved for the organization in terms of success and competitiveness. In this sense, strategic management can be considered as an art of combating uncertainties.

Considering the hierarchical structure of an organization, strategic management covers a specific management area that deals with the organization's roadmap. In this context, strategic management is said to be concerned with resolving problems related to how the organization's path will be (Dinçer, 2004). To manage the strategic process, it is necessary to choose the best alternative decisions among various options, establish a stance, organize cognitive processes, and adhere to rules and principles (Eren, 2008). Additionally, strategy, in competitive environments, is a managerial element that enables development, influences the organization's interaction with the environment interactively, and creates a difference among competitors.

Essentially, strategic management is a series of activities that regulate an organization's relationships with its environment, mobilizing, changing, or organizing resources that will give it an advantage over competitors. On the other hand, strategy, by analyzing the organization-environment relationship from different perspectives, reveals the organization's next direction and goals and triggers change if necessary. In this regard, strategy is expressed as determining the organization's direction and goals based on examining the organization's relationships with the environment, outlining the necessary activities, and allocating resources. Therefore, the purpose of strategy is to ensure that the organization can achieve the desired results in an uncertain environment. Strategy enables an organization to be opportunistic in terms of its goals (Drucker, 1999: 53).

Furthermore, strategic management fundamentally presents itself as a series of processes that do not determine the organization's main vision but aim to implement organizational strategies in this sense. When strategic management is mentioned, the question arises as to why some organizations are more successful than others. Here, the role and influence of the leader within the organization come to mind as the first associations (Ireland and Hitt, 2005). Especially in uncertain situations, the person who will initiate and motivate others internally by persuading them to achieve the desired goal is the leader of the organization.

Leaders managing a comprehensive process are individuals who determine their organization's strategies, vision, and mission, uniting organizational members toward the same objective. In some cases, they initiate transformation and engage followers by persuading them to believe in it. Leadership is considered as a composite of the leader, follower, and current circumstances (Koçel, 2010). Definitions and characteristics of leadership can be listed as follows: especially in modern leadership approaches, leaders are forward-thinking, supportive of change, innovative and creative, possess high-level thinking skills, have the power to influence and motivate people, encourage organizational commitment, and develop rational solutions to problems while being sensitive to the needs of organizational employees; they are also inspiring and charismatic individuals (Çakınberk and Demirel, 2010).

In effective strategic management, leadership is one of the most critical factors since it assists in determining the organization's vision and mission, and facilitates the execution of effective

strategies to achieve that vision. The challenge of leadership lies in being strong but not overbearing, gentle but not weak, humble but not timid, proud but not arrogant, having a sense of humor but not behaving foolishly. Leadership must have an evaluation process to ensure the effectiveness of the entire process, and this aspect makes it easier to identify disadvantages and reshape strategies in line with change. This evaluation process can aid in the continuous growth of the institution, making this growth sustainable. Therefore, leadership is known as the core of the organization, playing a significant role that ensures the results of success can be guaranteed and shared.

On the other hand, leadership is referred to as a connection that integrates the strategic management process with the organization's purpose and vision. The role of the leader begins by providing a vision to strategic thinking. Subsequently, it serves as a foundational task to reflect what needs to be done and to mirror the common values of the organization, providing direction in terms of culture (Mosia and Veldsman, 2004). Leaders establish relationships with all stakeholders and, most importantly, foster organizational learning. They are responsible for guiding their subordinates to effectively fulfill organizational tasks (Mason, 2011). Leadership is also a process that transforms the organization into a successful one with the right strategies. It is the responsibility of leadership to motivate and inspire people in the organization to collaborate to turn the vision of the organization into reality. Efficient leaders often perform common tasks in the process of developing and executing strategies within organizations. They develop a strategic vision and mission, set goals, prepare and implement strategies, and then evaluate performance.

a) Strategic Management Model and Leadership:

Appropriate identification of research participants is critical to the science and practice of psychology, particularly for generalizing the findings, making comparisons across replications, and using the evidence in research syntheses and secondary data analyses. If humans participated in the study, report the eligibility and exclusion criteria, including any restrictions based on demographic characteristics.

b) Leadership Styles and Charismatic Leadership

Charisma is one of the most crucial characteristics that distinguishes a successful leader in the eyes of followers (Waldman and Bass, 1990). Charismatic leaders have a significant impact on followers. Followers are delighted to be associated with and work with a charismatic leader because they have beliefs, trust, and admiration for the leader. In this sense, charismatic leaders can exert extra care and effort from organizational members for the highest level of development. Charismatic leaders are said to be sensitive to the needs of followers, regardless of proximity. They encourage the manifestation of characteristics that followers possess at a higher level. Individual differences are not seen as obstacles but are supported with a unifying attitude, fostering creativity and innovative behaviors. Strategic redirections in leadership require not only charisma but also instrumental skills and institutional capabilities in creating supportive managerial teams, roles, and systems that endorse change.

In conclusion, what emerges from various leadership and organizational change discussions is a depiction of a particular leadership type crucial during times of strategic organizational change. Although various terms may be used to describe this type of leadership, "charismatic" leadership is often preferred. Evaluating the relationships between charismatic leadership and the strategic management of a business is essential to identify and manage significant aspects. In this context, the

concept of charismatic leadership and its assumptions related to strategic management are discussed based on key concepts and studies in this direction.

c) Charismatic Leadership and Leader-Follower Distance

While the distinction between close and distant leadership may not be explicit in the literature (Shamir, 1995; Waldman and Yammarino, 1999), it is critical for examining top-level leadership due to the social distance between leaders and organizational members. Researchers investigating the impact of CEO charisma, a significant aspect of transformational leadership, have found that charismatic leadership can either cascade gradually from higher to lower levels or directly reach lower levels, bypassing the hierarchy (Bass, Waldman, Avolio, and Bebb, 1987; Papaz, Meindl, & Mayo, 2002; Yammarino, 1994).

The concept of charismatic leadership can emerge directly through close interactions with the top management team (Waldman and Yammarino, 1999) or be symbolically attributed to top executives through interactions at lower levels involving symbolic, ideological, visionary, and epic storytelling. Responsible executives at the hierarchical top of organizations have cascading effects downward (Hunt, 2004). When illustrating the effects of charismatic leaders, Waldman and Yammarino (1999) differentiated between leaders who interact closely with followers and those who maintain distance. Close leaders have a direct impact, observed one-on-one by followers, while distant leaders possess a charismatic effect indirectly attributed through symbolic, ideological, visionary, and epic stories.

Charismatic leadership arises with an aura created by leaders, followers, and the situation itself (Klein & House, 1995). Shamir (1995) suggests that direct interactions with the leader or situations where the social distance between leader and follower is palpable affect charismatic leadership differently. Charisma attributed to close leaders is related to their direct interpersonal communication skills and social behaviors. In this context, charisma influences follower motivation and behavioral aspects such as task commitment.

Close charismatic leaders are perceived as extroverted, interpersonally thoughtful, dynamic, and leaders who set high-performance standards for themselves and their followers (Shamir, 1995). Charisma is attributed somewhat differently to distant leaders. Charisma for distant leaders is associated with effective management skills, visionary perspectives they present, and clues to their performance. Compared to close charismatic leaders, distant charismatic leaders are described as charismatic based on their persuasive public speaking abilities, directive features, uniting in a common purpose, expressing a foreseeable and clear vision, and having the courage to present new and different ideas (Shamir, 1995).

Followers of distant charismatic leaders may be exposed to a narrower range of behaviors than followers of close charismatic leaders (Beyer, 1999a). Charismatic behavior patterns refer to close charismatic leadership (Shamir, 1995). Another aspect of charismatic leaders is their emotional management skills. These leaders enhance commitment and performance by directing the emotions of followers (Bass, 1997; Shamir et al., 1993). Especially in close leader-follower relationships, this aspect of charismatic leaders becomes apparent (Shamir, 1995).

Charismatic leadership has distinctive features among leadership theories. Some authors believe that individuals born with charisma possess a unique aura that is effective on people, even reaching large crowds and guiding planned strategies. When focusing on leader-follower relationships, the persuasive influence of charismatic leaders, whether distant or close, on followers is widely accepted. The facilitative effect of distant charismatic leaders on the macro-level strategic

management of the organization is undeniable. Charisma attributed to top-level executives also emerges in leaders at other levels within the organization, playing a crucial role in achieving the organization's strategic orientations (Swayne et al., 2006). For instance, CEO charisma represents a critical representation in strategic management (Bass, Stogdill 1990; House, 1977; Klein and House, 1995)..

d) Charismatic Leadership in the Context of Strategic Management Model

Top-level executives, who have the leadership mission of the organization, are responsible for determining the vision that emphasizes the position the organization wants to achieve in the future. At this level, not only analytical thinking skills are required, but also creative thinking skills are essential.

Acknowledging the leadership of top-level executives who determine the organization's vision does not mean ignoring the role of middle and lower-level managers in leadership. For example, middle-level managers not only play a crucial role in implementing the defined strategies but also contribute significantly to supporting strategic directions (Swayne et al., 2006). Having strategic management awareness and knowing when to make which move are essential qualities for a leader.

Managers often tend to preserve the existing status quo. However, charismatic leaders, with their advanced imaginations and abilities, have the competence to envision a future far beyond the current situation and encourage followers to believe in and support it (Uğur, 2001). Taking risks, making sacrifices, acting in line with goals, and paying the costs for it are ordinary situations for charismatic leaders. In this leadership style, managers choose unconventional methods to achieve the organization's goals, often in situations that require significant changes. Chaos and confusion may arise in such environments, but charismatic leadership characteristics come to the fore precisely at this point.

By convincing followers that traditional methods no longer work and encouraging them to move towards the unconventional, charismatic leaders gain belief and trust from followers. Achieving the newly defined vision with the support of large masses is not unexpected for charismatic leaders (Uğur, 2001).

Leadership scans the environment both internally and externally, working to find gaps and developing plans to fill these gaps with the implementation of strategies (Ascot, 2008). From this perspective, the responsibility is on leadership to recognize and introduce values or culture related to corporateness. The leader's vision presents the basic strategy formation and commitment of leadership and ensures the implementation of the strategy. Formulated strategies cannot be implemented without the participation of everyone. Everyone must understand the necessity of change and contribute to efforts to implement strategies efficiently. Only leadership can inspire and motivate people to bring about change because people always resist change. When looking at the fundamental characteristics of charismatic leaders, it includes being open to environmental constraints, threats, and opportunities, creating an attractive vision, not fearing personal risk, displaying unusual behaviors, and being sensitive to the needs of followers. In this way, resistance to change can be more easily overcome in this leadership style.

On the other hand, environmental chaos and uncertainties can only be eliminated with robust strategic management. Consequently, strategic management is not about waiting for the organization's future to unfold; it is about meeting and even shaping it with the capacity to take the right steps. Strategic management, considered the key to adapting to rapid changes today, also increases organizations' improvisational movement ability. Leading change in strategic

management involves actively performing functions, such as creating a vision for organizational goals, developing a strategy, and establishing a connection with organizational members. Leaders in strategic management must be visionary, able to develop a long-term perspective, and establish a bond with organization members. These leaders shape the future through their charismatic roles, motivating and persuading followers, and encouraging them. Organizational goals, critical processes, and planned activities are under the control of top-level executives. In this sense, dealing with uncertainties, appealing to the masses, leading them, and intervening in crises are possible with leadership charisma and authority.

Although there are studies in the literature discussing the connection between change and charismatic leadership (Bass, 1985; Conger and Kanungo, 1998), there are few research studies that examine the connection between charisma and change from different perspectives (House and Aditya, 1997). However, it is observed that there is a relationship between charisma and change evaluated from many perspectives with subjective and objective measurements (Waldman and Javidan, 2004). In this regard, it has been revealed that charismatic top-level executives influence followers, make strategic decisions, and achieve optimum performance in implementing these decisions (Waldman and Javidan, 2004).

Charismatic leadership in the context of strategic management goes beyond the pride of today's success and aims for a deeper, more lasting transformation, ensuring that future successes are internalized within the organization. Charismatic leadership, emerging in complex and uncertain situations, is related to the ability of a visionary manager, who has a charismatic influence on followers, to take critical decisions while having the skill to take individual risks.

While the purpose of strategy is to create alternatives and connections on the targeted path, charismatic leaders' task is to select the best among these alternatives, convince the organization, and make final decisions. In the process of creating strategy, the application of charismatic leadership to execute this process and unite the organization in the same direction is another significant impact.

Charismatic leaders do not hesitate to initiate significant changes for the organization if necessary, taking the first step for this change and convincing others around them. In short, the ability of charismatic leaders to be the "first to throw wood into the fire of change" required by strategic management is often successful due to their ability to drag masses behind them. The most important reason for this is that charismatic leaders can effectively convey the belief to followers about why change is necessary in the organization.

Instead of preserving the status quo, the effort to differentiate is one of the most distinguishing features of managers with charismatic leadership traits. However, this effort to differentiate should not exceed the acceptance limit of the followers. Otherwise, credibility may be lost, and convincing followers may become impossible. It is stated that charismatic attribution is not provided to followers in this case (Kılınç, 2004).

Organization members perform their tasks eagerly, believing that charismatic leaders deserve love, respect, and admiration, and can individually support the realization of the organization's mission and goals (Aykan, 2004).

Charismatic leaders are resolute because they clearly express their attitudes without being torn between emotions and thoughts. They create a difference by influencing others with their self-sufficiency feelings, brave personality structures, persuasive abilities, ethical values, and visions (Oktay and Gül, 2003), and they stand behind their visions under any circumstances. Charismatic

leaders have developed self-confidence and emotional intelligence. They have made risk-taking and creating differences part of their personal experiences.

The characteristics of vision include planning from now on the expected or desired position of the organization in the future and making some predictions in this regard (Akdemir, 2008). Leaders of this type develop a vision that appeals to everyone in the organization, seize the necessary opportunities within this vision, and create great excitement among members by making each member feel stronger together (Ateş, 2005a). All these characteristics emerge as leadership traits that unify change in the strategic management model with a common goal.

When leaders set goals that will change the situation within the organization and open the way for success, and believe in it, their charisma comes into play (Çelik, 2010). These leaders, who guide themselves with unconventional ways and, therefore, take risks, evaluate alternatives to change the existing situation, and set new goals. Individual characteristics play a significant role in influencing others. In this context, some propositions related to the entrepreneurship school from the strategic management schools come to mind. This is because the entrepreneurship school focuses on personalized leadership styles and visions as critical factors in creating strategy in strategic management.

Mc Clelland (1961) and Hagen (1962) investigated the relationship between personality and economic changes, emphasizing the importance of exploring the sources of entrepreneurial personality. They regarded entrepreneurship as a creative activity and identified the personality driving it as a creative personality. Moreover, it was assumed that a creative personality itself would lead to innovations (Hamilton and Harper, 1994). In today's management research, entrepreneurs are considered individuals with vision, the ability to see opportunities others miss, synthesizing capabilities, and confidence in dealing with uncertainty, viewing uncertainty as an opportunity rather than a challenge (Savaş, 1997).

From this perspective, the significance of charismatic leadership lies in its contribution to the organization it is a part of. Charismatic leaders are seen as having high intellectual entrepreneurship and always aiming for significant goals. Consequently, they expect high performance from their followers and convey this message.

Strategic planning serves as a bridge between the organization's present and future, defining the organization's current state and providing guidance for the future (Narinoğlu, 2007, p. 131). In this context, strategic management involves planned change and guides the future but needs to be kept current and adaptable to changing conditions (Parlak and Sobacı, 2010).

Charisma is an aura that influences and initiates action (Bass, 1985, 1988; Gardner & Avolio, 1998; Ev, 1995). Expressive activity is considered a central component in the emergence of charismatic leadership (Gardner & Avolio, 1998; Sosik & Dworakivsky, 1998). Charismatic leaders set vision and direction, motivate followers in that direction, and contribute to the formation of synergy among them (Naktiyok, 2004, pp. 158-159). Charismatic leaders are individuals capable of dominating organizational synergy, which is a driving force supporting collective action. Synergy implies that being strong together is more effective than being powerful in pieces. In strategic management, charismatic leadership aligns followers around a common goal, positively influencing organizational synergy to facilitate the implementation of desired strategies.

Charismatic leaders play a significant role in revealing the organization's existing potential through synergy and achieving desired goals in strategic management. When organization members exhibit synergy, they are more innovative (Töremen, 2001). Therefore, charismatic leaders have a substantial impact on unleashing the synergy that acts as leverage for the organization in

implementing strategic management. Töremen (2001) suggests that for the creation of desired synergy, leaders should possess characteristics such as instilling trust and taking risks.

Organizational employees who lack trust are not expected to take risks or be convinced to create shared synergy (Cüceloğlu, 1997). On the other hand, entrepreneurial spirit is among the leader behaviors that create synergy (Mackenze, 1987).

In summary, charismatic leaders are inspiring, direction-setting, trust-building, respect-commanding, future-positive individuals who convey their vision to organizational members and support them in that direction (Oktay and Gül, 2003). This situation aligns with the desired environment in strategic management. According to House, charismatic leaders leave an unparalleled impact on followers. Followers unquestionably accept and adhere to the leader's beliefs. Being with a charismatic leader and having the authority granted by them has different effects on followers. According to Baltaş (2000) and Kaya (1998), these effects include:

- Working with a charismatic leader encourages organizational members to take responsibility.
- Members of the organization accept the leader's vision and turn it into their own missions.
- Charismatic leaders mobilize organizational members to implement strategic decisions with the influence they possess. Organization members have great faith in charismatic leaders.
- Being with a charismatic leader instills trust and demonstrates a firm stance, creating a positive perception among followers through visionary and intelligent leadership.

Charismatic leaders (CEOs, top executives) identify differences reflected in organizational performance and take strategic actions accordingly. The leader is the person triggering and shaping change in strategic management. CEO charisma is effective in initiating and implementing this change and transformation.

2. Discussion and Conclusion:

In today's increasingly competitive business environment, retaining competent and committed members within organizations is a crucial matter. Leaders need to prioritize the loyalty and interpersonal trust developed among employees, considering both their material and spiritual needs. Taking all necessary measures to guide them towards achieving organizational goals is a top priority for leaders.

Recognizing the significance of human resources for organizations today, effectively managing and directing this resource, and making the most accurate strategic decisions for this purpose are fundamentally the tasks of leaders. The relationships between leaders and followers play a strategic role in achieving organizational goals. In this context, the leadership styles of leaders, particularly top-level executives, are of great importance. Charismatic leadership stands out as an effective leadership style with its unifying impact on followers around a common purpose.

Charismatic leaders are individuals who adhere to ethical rules, earn respect, and can manage sensitivity and distance in their relationships with organizational members. These leaders can positively influence critical behaviors of followers, such as organizational commitment, organizational citizenship, and trust, thereby enhancing organizational performance.

Leadership and, especially, charismatic leadership, remain relevant and popular topics in management discussions. Charismatic leadership is considered to have many positive effects on the organization. In strategic management, the ability of charismatic leaders to unify and rally large audiences provides significant advantages in making the organization agile (Isık, 20).

Charismatic leaders are known for adhering to ethical standards, earning respect, and managing relationships with organizational members with sensitivity. These leaders can positively influence critical organizational behaviors, such as organizational commitment, organizational citizenship, and trust, thereby enhancing organizational performance.

Charismatic leaders are perceived as individuals with analytical thinking skills who formulate and implement visionary creative strategies by leveraging their experiences. In addition to their harmonious and opportunity-seeking qualities, they possess persuasive abilities with a personal aura and hidden power (Ülgen and Mirze, 2007). These leaders have the ability to shape the organization according to its own foresight and imagination without losing touch with reality. Well-planned and shaped visions are crucial in gaining a competitive advantage over rivals.

At this point, it is crucial for the organization's goals to be achievable and realistic. Directing organization members toward these achievable goals, believing in and convincing them of change, creating a vision, foreseeing, and initiating all necessary steps are among the roles of charismatic leadership. Charismatic leaders with charisma have a visionary perspective, and their expectations for the organization's future differ significantly and extend beyond the organization's current state. They must set strategic objectives and goals to achieve challenging targets and communicate this openly to their followers.

In the charismatic leadership model, unique individual characteristics that are difficult for competitors to imitate or reach will provide the organization with a competitive advantage, leading to the achievement of strategic management goals. The organization's performance will improve, and a competitive advantage will be gained through the leader's unique and hard-to-imitate aura. With these auras, charismatic leaders have the power to align the organization toward the same goal, lead them in critical processes, and rally them around well-planned actions (Sullivan and Harper, 1997). In fact, top-level leaders must demonstrate a visionary stance in the risky competitive environment to determine the strategic goals of the organization. In this sense, it is considered insufficient for these managers to possess only analytical thinking skills; they are also expected to have synthesis and creative thinking skills.

One of the essential issues in strategic management is determining the key characteristics that distinguish successful organizations from less successful ones. The fundamental answer explaining this situation lies in the scope of the leader's characteristics (Hitt and Ireland, 2002). The leader of the organization must be a person with the competence to determine strategic directions, make correct moves against the environment, conditions, and uncertainties, and implement strategic processes in a harmonious manner (Hosmer, 1982). Charismatic leadership is a crucial element of strategic management and provides organizational strategic agility in the implementation phase. This is because charismatic leaders possess persuasive and change-oriented leadership qualities.

While the elements of strategic management, such as rapid decision-making, rational decision-making, and analytical and creative problem-solving, form the more mechanical side of this management style, leadership, organizational behavior, and organizational culture constitute the softer side related to humans (). Strategic management focuses on the characteristics of leadership that can address crowds with management consciousness about which move to make at what stage in line with the vision the organization possesses.

Based on the results obtained from studies on charismatic leadership and strategic management practices, there is no significant relationship between this leadership style and strategic management problems. From this point, we can consider that the charismatic leadership style is suitable for implementation in the practices of strategic management.

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Declaration of Conflicting Interests and Ethics

"The authors declare no conflict of interest."

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