



The Role of Leadership Talent Management in Strategic Supremacy: Analytical Research

Munther Sami Qasim*

Suhair Adel Hamed

The Department of Public Administration

College of Administration and Economics, University of Baghdad

*Corresponding author

Received: 8/10/2024

Accepted: 25/11/2024

Published: 1/4/2025



© 2025 The authors(s). This is an open-access article under the CC BY license (<https://creativecommons.org/licenses/by/4.0/>).

Abstract:

This paper investigates the impact of leadership talent management on strategic supremacy within medical colleges in the Baghdad governorate. Specifically, this study aims to assess the relationships between the components of leadership talent management, namely development, retention, succession, and motivation, and their roles in achieving strategic advantages. The descriptive-analytical method was employed. Data was collected using a questionnaire-based survey on a sample size of 208 faculty members belonging to selected medical colleges. Analysis was performed using SPSS and AMOS: confirmatory factor analysis, path analysis, and structural equation modeling.

Leadership talent management has a positively significant impact on strategic supremacy, according to the findings. The study confirms that leadership development and retention enhance competitive edges held by institutions that allow for medical colleges to keep delivering excellence while adapting to dynamic challenges. Further, the results imply that educational institutions must be required to build a coherent talent management system to ensure the assignment of leadership and nurturing a culture of constant growth.

This study fills a certain gap in understanding how leadership talent affects strategic supremacy for academic settings. It will provide insight into how policymakers and administrators can make human capital strategies work more effectively toward achieving institutional objectives. Future research should also investigate other variables that contribute to strategic supremacy and the performance of leadership within higher education.

Keywords: Leadership Talent Management, Strategic Supremacy, Human Capital Development, Institutional Competitiveness.

1. Introduction:

In the current world, things have taken technological, economic, and cultural steps that are followed by social ones very rapidly, and unlimited competition in everything up to the point that excellence has become an essential element for survival and continuity (Seyed Kalali & Heydari, 2021). Therefore, contemporary organizations have given great attention to the field of talents, especially leadership talents, as they are the most important criterion for progress and excellence and those who have them have competitive advantages that put them at the forefront, especially since other talents have become more susceptible to obsolescence by other organizations (Rosenbach et al., 2018).

The term was first used by David Watkins in 1996 in an article published in the same year (Whysall et al., 2019). The term, concept, and process of talent management were mentioned in the nineties and continued after it was adopted and used by many companies (Janson, 2023). The talents and skills of employees should be cared the center of attention within organizations (Abdeldayem et al., 2021) since talent management is considered one of the most prominent effective strategies in the contemporary era, as it constitutes a part of leadership development because it is not related to the organization only, but to building human relations and the human element. Interest in the topic of leadership talent management in organizations has begun at the beginning of the nineties of the twenty-first century when McKinsey consulting group announced the term "The War for Talent" in 1997 to express the intense competition between major organizations represented either in attracting talent or in retaining and developing talent (Karagianni & Jude Montgomery, 2018). In 2000-2001, McKinsey developed the concept of talent management more broadly, describing a new category of individuals in the organization as leadership talents. This is an issue that has been developed to become a system applied in certain departments of most organizations, as tactics for development and change since it calls for updating management methods in organizations.

The ultimate definitions for the term leadership talent management have varied since the notions offered regarding them differ. Leadership talent, for instance, was defined as that category of talents right at the top of the talent pyramid and consisting of adept leaders responsible for preparing, communicating, and implementing the organization's strategy to achieve goals (Birou & Hoek, 2022). An area of leadership talent philosophy is one of the talent patterns within an organization holding the development, preparedness, and strategy implementation responsibilities at the organizational level (Barkhuizen & Masale, 2022). The group of definitions that have shown leadership talent management have varied in their content and ideas. Some defined it as a practice having everything and anything to do with talent management in the context where leading the organization mainly depends on people's talents, while others defined it as a planning process that showed management functions depend on talent requiring leadership talent to be managed more sensitively since it is the cardinal category within organizational structuring of talents, including the one that put it as the operations from acquiring, employing and developing staff to ensure that staff can sustain and continue the implementation (Strikwerda & Rijnders, 2005). Therefore, the researchers define leadership talent management as a set of operations aiming to develop a human capital strategy concerning both actual and potential leadership requirements for the leaders of an organization, work to lure them, and diagnose the quality of the available talent by relying on sustainable development standards with the necessity of focusing on providing appropriate conditions for them.

Its significance lies in the readiness of leaders and care for leadership talent forming one of the prime streams in obtaining future leaders. Preparing and developing qualified individuals inside the organization from an early stage is no doubt significant to it and comes back highly with an impact. For the organization to proceed and after considering the internal environment, the external environment has to be controlled by setting mastery that translates into strategic dominion (Appau et al., 2021).

It is one of the ancient phenomena that strategic sovereignty is with the existence of man and the appearance of ancient human civilizations to achieve sovereignty (Al-Bashqali & Sultan, 2021). It is not a modern term or human invention. Since the beginning of time, it has been the base of human conflict. The best description of sovereignty in this context is "hegemony." Hegemony here is stronger in expression compared to other possible terms related to it such as power, influence, or exclusion of competitors. All these conditions are dominant (Abdeldayem et al., 2021), but in reality, it is the capacity to change the rules of the game and be in charge of decision-making— as argued by Habermas, (1981) who referred to this as world colonization or colonization of the living world, which indeed is the prime mover of social, economic, and technological dominance, thereby admitting these organizations as having absolute dominance over the social life of humanity since they have obtained legal and economic privileges (D'Aveni, 1999). The strategic sovereignty concept was brought forth in 1994, which involves the rivalry that views the expansion and contraction of firms within their spheres of influence (Al-Zu'bi, 2017), something that pushed investment bankers and mergers & acquisitions consultants to have new thinking of how corporate top management should judge diversification strategies and thus undermined strategic management that rested on continually building a competitive advantage, which is opposed to the tenets of sustainable competitive advantage literature (Martyanov, 2018). The regardless of how much progress medical colleges make regarding advanced technology; it is irrelevant without capable leaders who can form a future vision to handle fast adjustments since these leaders are considered an intellectual presence.

The study would derive its importance as represented by the study that combines decisive organizational variables represented by managing leadership talent and strategic supremacy with an interactive mix; it tried to explore and test new relationship patterns that previous studies did not address by directly linking them according to the researcher's knowledge, and seeking for it to be a starting point to direct greater attention towards the topic of managing leadership talent and its impact on strategic supremacy, which is one of the topics that still needs more attention in public organizations.

The importance of the study is represented by its important dimensions at the strategic level. Its fundamental problem was, therefore, crystallized through these questions:

Q1: What is the effect of leadership talent management on strategic supremacy?

Q2: What is the level of interest and experience of officials in medical colleges in Baghdad in the content of the concept and importance of managing leadership talent in its dimensions and strategic sovereignty in its dimensions?

Q3: Is there a significant effect between the dimensions of the independent variable, leadership talent management, and the dimensions of strategic supremacy?

The prime objective of the study is to explicitly expose the magnitude of the effect of leadership talent management on strategic supremacy, as well as to assess to what degree college officials are cognizant of the study variables toward augmenting the process of achieving strategic supremacy in colleges. The value of each variable is measured by the scale, (Al-Hawshan, 2017), constituted from four dimensions of the independent variable (Strategic Supremacy): developing leadership talent, retaining leadership talent, leadership succession, and motivating talents. The dependent variables are based on competitive configuration and competitive compression (Strikwerda & Rijnders, 2005).

This study holds scientific value for strategic management discipline and provides a theoretical frame for building up knowledge regarding the theoretical concepts holding the principles and bases of the research variables. One of the most significant findings attained by the scholars: investigating the effective and essential role of leadership talent management. And exposing its influence on the strategic sovereignty variable in its dimensions.

According to what was stated at the paper's outset, the second section represents a discussion of the theoretical literature while the third section includes the research methodology, community size and research sample, as well as data collection and analysis methods in the research field. The fourth section deals with research findings, and the fifth and final section comments on the research findings and conclusions.

2. Literature Review and Hypothesis Development:

The study aimed to know the reality of managing the talents of emerging school leaders in schools and general directorates of education in the Sultanate of Oman and how to improve it (Al-Harathi et al., 2015). The questionnaire was relied upon in the data collection process. The results of the study showed that the reality of managing the talents of emerging school leaders is below the required level in the three levels of the study: (1) At the school level, (2) At the departmental level, (3) At the level of participation between them forms. , the research was intended to determine the practice of managing diverse talents, and reinforce an intelligence drive among academy leaders at the University of Jordan from the faculty members by taking a questionnaire, and finally concluded that both academy leaders at the University of Jordan emerged, several competences and head of financial thought have risen (Salih et al., 2019). This is because studies revealed a statistically significant relationship at the level of $\alpha \geq 0.05$ between the degree of practicing the academic competencies of specialized researchers in Turkey and intellectual capital. The study proposed that the two be taken more into consideration in the management of Jordanian options for diversity and intellectual capital. One study has aimed at diagnosing and developing local talents to occupy global leadership positions in multinational companies whereby what they reached and what they reached is adaptation to these companies was limited and this full adaptation in all parts of the world to leadership without others (Mansson & Schmidt, 2011). However, at the upper levels, there is no such thing as an adaptation to the general innovative sheep university competencies. As a result, it was recommended that there are some elements that help improve some creative work in managing leadership talent (Dunnagan et al., 2013). The study aimed to diagnose and develop top level leaders for leading foreign companies' good countries in which good countries were under study concluded that diagnosing and developing talent and additional talent is an important element within the long-term strategic term that moves to develop future talents from the local to the foreign periphery. Other studies aimed to identify the role of visual cooperation through its dimensions in achieving strategic Supremacy and its dimensions (Al-Bashqali & Sultan, 2021). The study findings mentioned that there is a significant correlation between cooperation and strategic supremacy at the comprehensive level of the responsive entity, and relationships existence with the virtuous nuclear in strategic authority at the overall level of the responsive entity. The study by (Norzailan et al., 2016) intended to determine the role of entrepreneurial leadership in achieving strategic supremacy concluded that the dimensions of entrepreneurial leadership are available to many people who have looked and that administrative leaders explicitly possess a concept of political authority that has been developed by organizing greater interest in strategic authority with its dimensions within a democratic organization and planning. (AL-Damati, 2023) suggests determining the impact of proactive behavioral forces at work on strategic supremacy at Telecom Egypt and concludes that proactive behaviors at work are ethically dependent on dimensions of competitive pressure and competitive structure strikingly and partially by the circle of influence.

The importance of leadership talent management lies in paying attention to leadership talents, one of the main sources for obtaining future leaders. There is no doubt that preparing and qualifying talented individuals early within the organization is of great importance to it and returns with great importance, including the following (Marini et al., 2022) (Horváthová & Durdová, 2011) (Aguinis & Kraiger, 2009):

- 1- Preparing future leaders.
- 2- Adapting external changes.
- 3- Achieving competitive advantage.
- 4- Achieving the sustainability of an organization in terms of innovations, inventions, and creativity.

An applied study is urgently required by the Iraqi environment to ascertain the reality of leadership talent management and attaining strategic sovereignty at the academic level of medical colleges, what are their levels in medical colleges in Baghdad, and the degree to which they can embrace the new philosophy of these variables in light of global challenges. This is because most organizations today do not have effective strategies to preserve their leadership talents and harness them in achieving strategic sovereignty, relying on strategic renewal. The questionnaire was selected as the most frequently used tool in most studies and, as there is influence on the high level of theoretical and practical studies continuously being noted, it increases the level of motivation of this study to bridge gaps in the approach of previous studies and study and discuss these topics for application within the Iraqi environment, especially in the Ministry of Higher Education and Scientific Research (Osinga, 2009). Based on the above view in which researchers believe that strategic supremacy results from managing leadership talent, we therefore use the following assumption:

H1: there is no effect of the dimension of leadership talent development on strategic supremacy.

H2: there is no effect of the dimension of retaining leadership talent on strategic supremacy.

H3: there is no effect of the dimension of succession leadership on strategic supremacy.

H4: there is no effect of the dimension of motivating leadership talent on strategic supremacy

3. The default map of the research

To see the main variables of the search and their sub-dimensions that represent the objectives and significance of the search, Figure 1 illustrates the relationship of the effect and dimension of the variables. It shows the hypotheses of influence for research variables and the arrangement of theoretical literature for research.

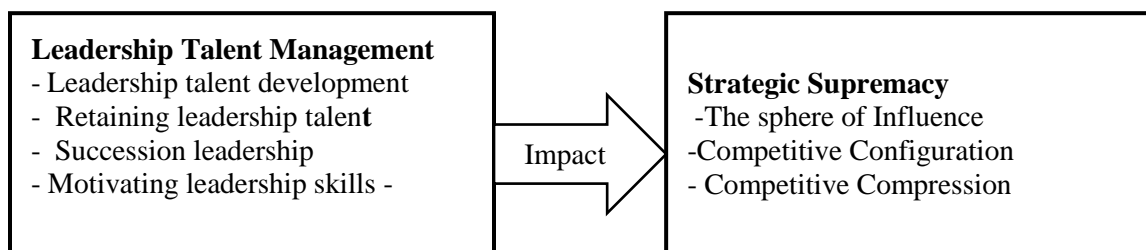


Figure 2. Shows the hypotheses.

The source: The researchers' preparation

4. Methodology:

4.1 The research society and sample:

The Some medical colleges in Baghdad were chosen as a community and field for research, which consisted of the College of Medicine, Al-Mustansiriya University, Al-Kindi College of Medicine/University of Baghdad, and the College of Medicine/University of Iraq, with 449 lecturers representing medical colleges in all their branches. The research community was limited to lecturers in the three colleges, after the researchers had accurately inventoried and counted their numbers. The justifications for choosing the research community are due to several

considerations, previous studies recommended studying research variables in universities in general and medical colleges in particular, in addition to the fact that medical colleges are considered one of the most important higher education organizations that need studies because they are responsible for graduating cadres who care about the health of society and preserving their lives, as well as international and local trends to advance reality. Healthcare by building a solid foundation begins with the medical colleges themselves, meaning that the research field brings together the two most important sectors in the country such as health and education. The researchers adopted the simple random sampling method in drawing the research sample.

The researchers determined the size of the sample to be drawn by using Thompson's statistical equation, which was 208 samples out of the population size of 449 samples after an inventory according to the position of the staff of each of the colleges studied Table 1 shows the demographic distribution of the research sample.

Table1: The social traits of the research sample.

Variables		Frequency	Percentage
Sex	Male	125	60 %
	Female	83	40 %
	Total	208	100 %
Variables		Frequency	Percentage
Academic title	Assistant Lecturer	12	6 %
	Lecturer	34	16 %
	Assistant Professor	77	37 %
	Professor	85	41 %
	Total	208	100 %
Variables		Frequency	Percentage
Age	30 years and under	6	3 %
	31-40 years	16	8 %
	41-50	60	29 %
	51-60	101	48%
	60 and over	25	12%
	Total	208	100 %
Variables		Frequency	Percentage
Years of Service	Less than 5 years	13	6%
	5-10 years	10	5%
	11-15 years	25	12%
	16-20 years	65	31%
	21-25 years	72	35%
	26 years and more	23	11%
	Total	208	100 %

Source: Prepared by the researchers.

4.2 Research tools and methods:

The researchers used the questionnaire as the main tool for collecting data, as well as using cognitive sources to develop this questionnaire, according to the five-point Likert scale, which is the most widely used scale in the field of administrative and social sciences. The total number of items of the independent variable is 28 items, while the total number of items of the dependent variable is 15 items, as shown in Table 2. The descriptive analytical approach was followed through the measures of central tendency and the statistical package for the programs (SPSS.AMOS) to extract the results and know the levels of relationship and influence between the research variables.

Table 2: The survey variables, and dimensions

Variables	The dimensions	Items	The source
Leadership Talent Management	leadership talent development	7	(Al-Hawshan, 2017) (Al-Qahtani, 2018)
	retaining leadership talent	7	
	succession leadership	7	
	Motivating leadership talent	7	
Strategic Supremacy	The sphere of Influence	5	(D'aveni et al., 2001) (Strikwerda & Rijnders, 2005)
	Competitive Configuration	5	
	Competitive Compression	5	

Source : Prepared by the researchers.

The field study was conducted at the medical colleges in Baghdad, continued field follow-up, record, and documentation review, and questionnaire distribution from 3/2 to 5/7/2024 to gather data and information for the achievement of research objectives.

4.3 Results:

4.3.1 Leadership Talent Management:

"The leadership talent management variable achieved a weighted overall average of 3.539 and was at a high level with a deviation of 0.269. This leads to the coefficient of variation obtaining 7.54% and obtaining a relative importance of 70.78%. This confirms the validity of the agreement" "What the dimension covers is at a high level in the medical colleges in Baghdad, the study sample, as shown in Table 3. In addition, "the arrangement of the sub-dimensions of the leadership talent management variable according to the sample's answers in the medical colleges in Baghdad is as follows - retaining leadership talents, developing leadership talents, motivating talents, and leadership succession" as shown in Table 3 and can be represented graphically in a model that illustrates this based on its resulting relative importance as in Figure 2.

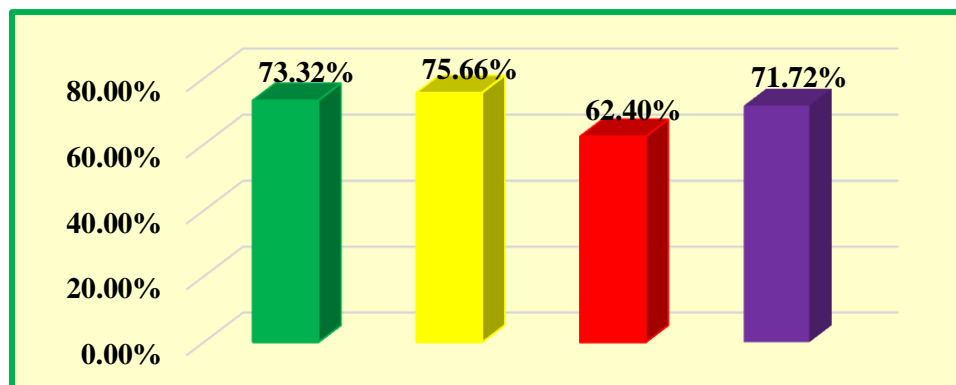


Figure 2. The overall rate of research sample responses values of the DC variant.

Source : Prepared by the researchers.

4.3.2 Strategic Supremacy:

As for the strategic sovereignty variable, it obtained a weighted total mean of 3.615 and was at a high level with a deviation of 0.264, which leads to the coefficient of variation reaching 7.30% and achieving a relative importance of 72.30%, and of course this confirms the sample's agreement on what the dimension includes at a high level at the level of medical colleges in Baghdad, the study sample." As in Table 3, and as is clear from Figure 3, the arrangement of the sub-dimensions of the strategic sovereignty variable was as follows (competitive formation, competitive pressure, and areas of influence) according to the sample's answers in medical colleges in Baghdad.

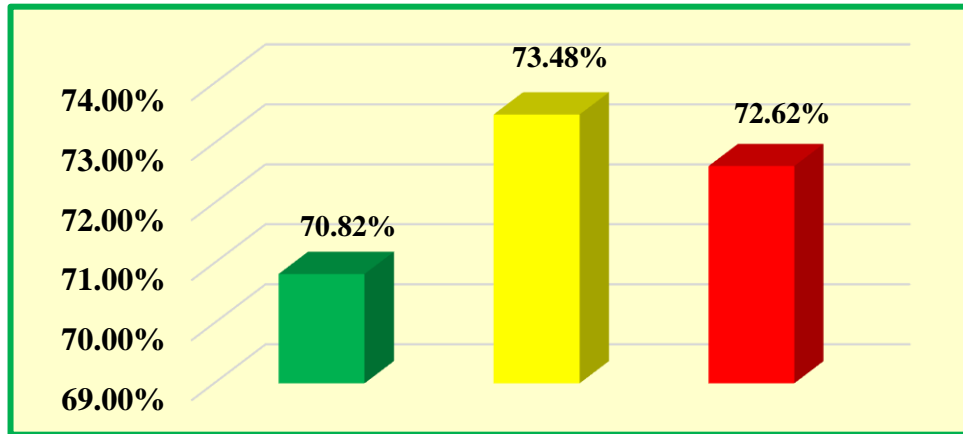


Figure 3. The overall rate of research sample response values of the HP variant.

Source : Prepared by the researchers.

Table 3. The descriptive statistics of research variables

The variable	The dimension	Mean	Std. Deviation	c.v.
Leadership Talent Management.	leadership talent development	3.666	0.436	11.89
	retaining leadership talent	3.783	0.424	11.21
	succession leadership	3.12	0.430	13.78
	Motivating leadership talent	3.586	0.382	10.65
General Description of Leadership Talent Management.		3.539	0.267	7.54
Strategic Supremacy	The sphere of Influence	3.541	0.416	11.75
	Competitive Configuration	3.674	0.337	9.17
	Competitive Compression	3.631	0.374	10.30
The General Description of strategic supremacy.		3.615	0.264	7.30

Source : Prepared by the researchers.

The relationship between the leadership talent management variable and strategic Supremacy is seen through the significant effect presence of the former on the latter since the standard parameter estimate (standard effect factor) the β -value attained is 0.59. This means that, at the level of medical colleges in the study sample, this is how the leadership talent management variable impacts the strategic Supremacy variable 59%. Therefore, an increase in the variable of interest in managing leadership talent by one unit will lead to an increase 59% in strategic supremacy. We also take note that it is a significant value of the factor because the critical ratio value is seen from Table4 , and it is a significant value at the level of significance denoted by the p-value in the same table.” “As it is seen from Figure 4, Coefficient of Determination (R^2) has reached 0.35. It indicates that the changes that take place in the variable strategic sovereignty come about as a result of changing the management of leadership talent 35%, and the percentage 65% resulted from other variables donot include in the study model. This result shows that, in the study sample, at the level of medical colleges, there is a significant effect of the leadership talent management variable on strategic supremacy.

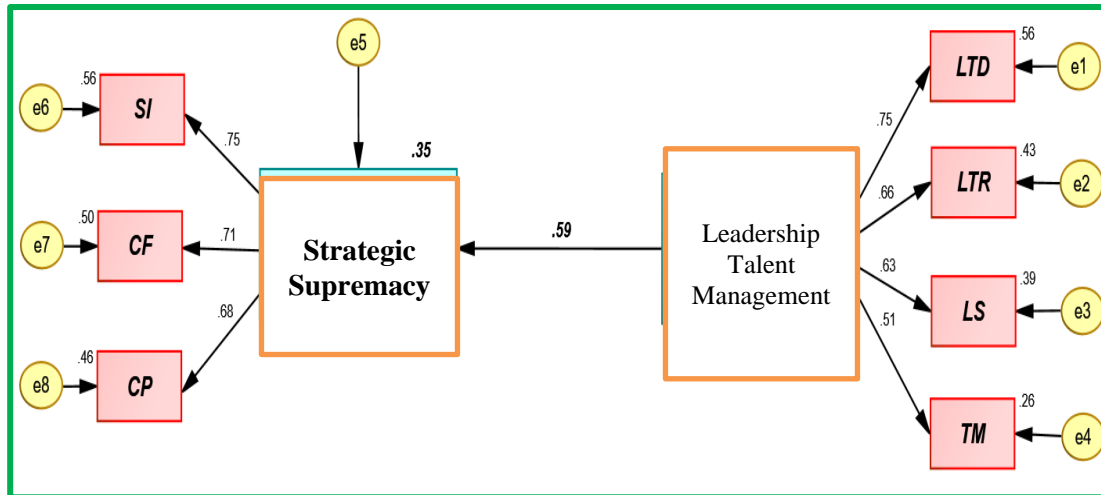


Figure 4: The impact of leadership talent management on strategic supremacy

Source: Amos V.25 outputs

Table 4: The effect of Leadership Talent Management on **strategic supremacy**

p-Value	Critical Ratio (C.R.)	Standard error (S.E)	Non-standard estimation (Estimate)	Standard regression weights (S.R.W)	Tracks	
***	10.619	.054	.576	.594	Leadership Talent Management	→ Strategic Supremacy
***	16.161	.072	1.169	.747	Leadership Talent Management	→ LTD
***	8.532	.085	.724	.510	Leadership Talent Management	→ TM
***	12.516	.081	1.017	.656	Leadership Talent Management	→ LTR
***	11.607	.094	1.091	.628	Leadership Talent Management	→ LS
***	16.169	.072	1.163	.747	Leadership Talent Management	→ SI
***	13.364	.071	.955	.681	Leadership Talent Management	→ CP
***	14.313	.062	.882	.705	Leadership Talent Management	→ CF
***	10.619	.054	.576	.594	Leadership Talent Management	→ Strategic Supremacy

Source: Amos V.25 outputs

Through the answers of the teaching staff, the leadership talent management variable achieved a high level of importance at the level of the colleges in the study sample. This indicates that the administrations are adopting vital programs to manage the talents possessed by their administrative leaders in terms of identifying the skills and intrinsic capabilities possessed by the leaders, which have a significant impact on the performance and behavior of the subordinates and identifying the necessary plans and procedures to enhance these talents and activate positive behaviors. In addition, the existence of an impact of the leadership talent management variable on strategic sovereignty at the level of the colleges in the study sample appears to be evident. This depends on the colleges' endeavor to invest their leadership talents and benefit from their administrative acumen in exploiting all available resources and their administrative skills and experiences in controlling dealing with the environment and confronting all forms of external competitive pressure. This study is similar to the study of (Salih et al., 2019) that dealt with leadership talent management practice as viewed by academic leaders at the University of Jordan, in light of faculty members' opinions. It relied on this descriptive approach and concluded that there is an impact of leadership talent management. This study was compared to our current study because it used leadership talent management as an independent variable, especially in its dimensions (talent development and leadership succession). Furthermore, it was applied in a field close to the field of the current study. It was researched in the same field of study as its sample consisted of 268 faculty members, which confirms that there is still a scientific and applied gap in leadership talent management in the academic field. The study by (Muhammad Hassan Al-Qarni, 2021), (Selig, 2020) investigated talent management and its impact on strategic leadership of some educational leaders. It was concluded that talent management directly impacts leaders' achievement of strategic leadership in a field near the one for which the study was conducted, thus it coincided with our current study wherein we treated talent management among leaders by making it an independent variable with its dimensions (talent development and talent retention) and arrived at the finding that there is an appreciable impact of talent management among leaders on the attainment of strategic leadership. Further, it notched a recommendation for the need to retain talents and proliferate a caring-to-the-talented culture. (Mujtaba & Mubarik, 2022) investigated the impact of leadership talent management on the realization of sustainable development outcomes through the dimensions of their leadership succession and inventory models, a fact that corroborates its closeness with the present research, considering the agreement in their recommendations regarding the care and attention on leadership talent. It comes within the limits of the researcher's knowledge that.

6. Conclusion:

Through this study, it can be confirmed that there is an impact of the variable of leadership talent management on strategic sovereignty at the level of the colleges in the study sample. This is related to the extent of the universities' readiness to support investment in leadership talents and benefit from the administrative capacity to exploit all available resources as well as their administrative experience and skill in dealing with the external environment. However, the presence of an indirect impact of leadership talent management on strategic sovereignty speaks of the interest that college administrations can pay to raising the level of dimensions of how they manage their leadership talents towards strategic dealings and facing changes and growing environmental conditions. This in turn supports the departments' trends to achieve high levels of strategic sovereignty. The prerequisite for this is calling on the administrations of the studied colleges to collect detailed information about changes in conditions and the environment, especially legislative changes and their details, and to identify the strengths in providing their services and build an accurate strategy by using and mobilizing the resources available at their disposal to confront them in all forms of pressure and maintain the colleges' area of influence, and raise it further.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved by The Local Ethical Committee in The University.

References:

- Abdeldayem, M. M., Al Deeb, H. M. A., & Al Shaikh, M. A. (2021). Impact of administrative empowerment on organizational belongingness: Evidence from Bahrain. *International Journal of Information, Business and Management*, 13(3), 114–131.
- Aguinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60(1), 451–474.
- Al-Bashqali, M. M., & Sultan, H. (2021). The role of strategic improvisation in achieving strategic sovereignty: an exploratory study of the opinions of administrative leaders in a sample of private universities in the Kurdistan Region of Iraq. *The Arab Journal of Management*, 41(1), 95–126.
- AL-Damati. (2023). The impact of proactive work behaviors on strategic sovereignty (a field study on the Egyptian Telecommunications Company). *Arab Journal of Management*, 1–18.
- Al-Harthi, K., Al-Harthi, A., & Al-Ani, W. (2015). The reality of Talent Management of Emerging School Leaders in the Gneral Educational Directorates in the Sultanate of Oman. *Jordan Journal of Educational Sciences*, 11(2), 201–217.
- Al-Hawshan, M. bin M. (2017). The reality of applying talent management with school leaders in Riyadh. *Fayoum University Journal of Educational and Psychological Sciences*, 7(3), 143–178.
- Al-Qahtani, S. (2018). The reality of talent management for leaders in women's education offices in Riyadh. *Unpublished Master's Thesis*, King Saud University, Riyadh, KSA.
- Al-Zu'bi, H. (2017). Diagnosis of perception strategic planning to Ensure strategic supremacy. *International Business Management*, 11(6), 1240–1245.
- Appau, B. K., Marfo-Yiadom, E., & Kusi, L. Y. (2021). Performance implication of talent management and innovative work behaviour in colleges of education in Ghana. *International Journal of Economics and Business Administration*, 7(1), 1–10.
- Barkhuizen, E. N., & Masale, R. L. (2022). Leadership talent mindset as a catalyst for talent management and talent retention: The case of a Botswana local government institution. *SA Journal of Human Resource Management*, 20, 1914.
- Birou, L., & Hoek, R. Van. (2022). Supply chain management talent: the role of executives in engagement, recruitment, development and retention. *Supply Chain Management: An International Journal*, 27(6), 712–727.
- D'Aveni, R. A. (1999). Strategic supremacy through disruption and dominance. *MIT Sloan Management Review*.
- D'aveni, R. A., Gunther, R. E., & Cole, J. (2001). *Strategic supremacy: How industry leaders create growth, wealth, and power through spheres of influence*. Simon and Schuster.
- Dunnagan, K., Maragakis, M., Schneiderjohn, N., Turner, C., & Vance, C. M. (2013). Meeting the global imperative of local leadership talent development in Hong Kong, Singapore, and India. *Global Business and Organizational Excellence*, 32(2), 52–60.
- Horváthová, P., & Durdová, I. (2011). Talent management and its use in the field of human resources management in the organization of the Czech Republic. *International Journal of Economics and Management Engineering*, 5(5), 794–809.
- Janson, K. (2023). Determining Leadership Potential For The Organizations Of Tomorrow. *Leader to Leader*, 2023(108), 55–60.

- Karagianni, D., & Jude Montgomery, A. (2018). Developing leadership skills among adolescents and young adults: a review of leadership programmes. *International Journal of Adolescence and Youth*, 23(1), 86–98.
- Mansson, S., & Schmidt, C. (2011). *Managing talents for global leadership positions in MNCs: Responding to the challenges in China*. *Asian Bus Manage* 12, 477–496 (2013). <https://doi.org/10.1057/abm.2013.11>
- Marini, A., von Luebke, C., Maksum, A., Zahari, M., Safitri, D., Lestari, I., Rihatno, T., Nuraini, S., Suntari, Y., & Nafiah, M. (2022). Entrepreneurship Education Model for Higher Education Students. *Eurasian Journal of Educational Research*, 97(97), 271–287.
- Martyanov, A. (2018). Losing military supremacy: the myopia of American strategic planning. SCB Distributors.
- Muhammad Hassan Al-Qarni, H. (2021). A Proposed Framework to Enhance the Role of Academic Leadership in Human Resource Development at Imam Muhammad ibn Saud Islamic University. *Journal of Faculty of Education-Assiut University*, 37(7), 166–200.
- Mujtaba, M., & Mubarik, M. S. (2022). Talent management and organizational sustainability: role of sustainable behaviour. *International Journal of Organizational Analysis*, 30(2), 389–407.
- Norzailan, Z., Yusof, S. M., & Othman, R. (2016). Developing strategic leadership competencies. *Journal of Advanced Management Science Vol*, 4(1), 66–71.
- Osinga, S. (2009). Talent Management & Oracle HCM. *HCM3 Group Thought Leader Oracle and HCM Consultancy*.
- Rosenbach, W. E., Taylor, R. L., & Youndt, M. A. (2018). *Contemporary issues in leadership*. Routledge.
- Salih, S. M., Tawfeeq, S. K., & Khaleel, A. I. (2019). Generation of True Random TTL Signals for Quantum Key-Distribution Systems Based on True Random Binary Sequences. *Iraqi Journal of Laser*, 18(1), 31–42.
- Selig, B. (2020). Nurse manager interns: a proactive approach to developing leadership talent and solidifying succession planning. *Nurse Leader*, 18(6), 609–615.
- Seyed Kalali, N., & Heydari, E. (2021). Identifying the Factors that Affect Innovation Adopting the Dynamic Capabilities and Strategic Entrepreneurship Perspectives. *Interdisciplinary Studies on Strategic Knowledge*, 5(17), 227–256.
- Strikwerda, J., & Rijnders, D. (2005). Possible end games in the European postal market: qui bone? In *Regulatory and Economic Challenges in the Postal and Delivery Sector* (pp. 295–316). Springer.
- Whysall, Z., Owtram, M., & Brittain, S. (2019). The new talent management challenges of Industry 4.0. *Journal of Management Development*, 38(2), 118–129.