

The Role of Adaptive Leadership in Times of Crisis: A Systematic Review and Conceptual Framework

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Abstract: Leading multidisciplinary teams requires not only strong leadership skills, but also a supportive organizational environment. This study examines the key characteristics necessary for adaptive leadership and identifies the main organizational factors that facilitate its development. A systematic literature review, following the PRISMA-P protocol, was conducted, analyzing 33 studies on the traits of adaptive leaders and relevant organizational factors. Based on these findings, we propose a conceptual framework representing the feedback cycle of the adaptive leadership process within organizations and present three propositions associated with this model. The results indicate that the primary characteristics of adaptive leaders include flexibility, empathy, innovation, and long-term vision. Conversely, organizations possess factors that can either facilitate or hinder the development of adaptive leadership, such as organizational culture, structure, innovation history, and strategy. The findings emphasize that orchestrating adaptive teams during times of crisis is especially challenging, requiring additional competencies in resilience and adaptability. This study contributes to the literature by identifying the essential capabilities of adaptive leaders and discussing key considerations for leaders and practitioners seeking to transition from traditional to adaptive leadership.

Keywords: adaptive leadership; leader; high-performance teams; adaptive team; multidisciplinary teams; review



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1. Introduction

Orchestrating teams is akin to conducting a symphony, where the manager assumes the role of the maestro, coordinating the diverse instruments and voices of team members to achieve organizational harmony [1]. Just as a conductor leads each section of the orchestra through variations in rhythm and musical nuances, the manager is responsible for guiding the team through fluctuations and challenges in the work environment. In this context, the manager must demonstrate the ability to identify both individual and collective needs within the team, adapt strategies accordingly, and foster collaboration to overcome obstacles and achieve exceptional outcomes—even in the face of abrupt and unforeseen changes [2,3].

The orchestration of teams, particularly multidisciplinary ones, involves a range of complex challenges influenced by individual, cultural, and environmental factors [4]. In a work environment where team members hail from diverse disciplinary and cultural backgrounds, the manager must navigate the challenge of integrating varying perspectives and expertise toward common objectives. Additionally, internal organizational factors, such as policies and communication structures, as well as external influences, including

market fluctuations and competitive pressures, introduce further layers of complexity to team dynamics [5,6].

Moreover, health crises such as the COVID-19 pandemic, economic shifts, and technological innovations exert a profound impact on businesses, demanding leadership capabilities that transcend traditional approaches [7,8]. These disruptive events compel organizations to adapt rapidly to evolving conditions and make difficult decisions in environments characterized by uncertainty and volatility. In this context, adaptive leaders are essential for effectively guiding their teams by fostering resilience, flexibility, and innovation to address emerging challenges and seize opportunities that arise amidst adversity [4,9].

Given the leadership challenges posed by crises and the uncertainties introduced by change, it is essential to understand the characteristics that enable managers to become adaptive leaders, capable of orchestrating teams and organizational projects with precision [4]. Equally important is understanding the role of the organization in this context and identifying the organizational factors that support adaptive leadership [9]. For adaptive leadership to be effective, organizational factors and leader characteristics must align, enabling the company to generate both internal and external value [2].

In this regard, this study is guided by three research questions (RQs):

RQ1: What organizational factors support the development of adaptive leadership within organizations?

RQ2: What characteristics of an adaptive leader contribute to the formation of high-performing teams and the reinforcement of organizational culture?

RQ3: How do organizational factors and leader characteristics interact to generate value for the organization?

The research questions are complementary, examining the reciprocal relationship between organizational factors and their potential to cultivate adaptive leaders. Conversely, they also explore the ability of leaders to create value for the organization through effective management.

To address the proposed research questions, a systematic literature review was conducted using a critical–reflective approach. The PRISMA-P (Preferred Reporting Items for Systematic Reviews and Meta-Analyses Protocols) guidelines were adhered to, ensuring methodological rigor. Following the literature review, a theoretical framework was developed to illustrate the organizational synergy between adaptive leader competencies and the organizational factors essential for fostering high-performance teams.

The findings highlight key organizational factors that influence adaptive leadership, including organizational culture, the firm's history of innovation, and resistance to change. Among the core characteristics of adaptive leaders, empathy, resilience, and long-term vision emerge as particularly significant [10]. This study contributes to the field by consolidating the essential traits of adaptive leaders and identifying the organizational factors that impact leadership effectiveness. Furthermore, it offers valuable insights for managers and practitioners seeking to enhance management performance within their organizations.

The primary innovative contribution of this study lies in the formulation of hypotheses regarding the cycle of excellence in adaptive leadership, which clarifies how organizational factors and leader qualities interact to foster innovation, resilience, and collaboration. This study introduces a virtuous cycle model that connects these components and posits that its well-orchestrated implementation can lead to sustainable growth and long-term competitive advantage.

Furthermore, this study advocates for an integrated approach to developing adaptive leaders, highlighting the importance of investing in training programs and cultivating an organizational culture that promotes innovation, flexibility, and transparency. This approach

offers both practical and strategic insights into the implementation of adaptive leadership within organizations—an area that remains underexplored in the existing literature.

The analysis of how adaptive leadership can be applied to high-performance teams, fostering a culture of continuous learning and innovation, is another innovative aspect of this study. It emphasizes the importance of a continuous feedback loop between teams and the organization, where both elements mutually reinforce one another, thereby establishing a solid foundation for long-term success.

2. The Concept of Adaptive Leadership and the Role of Crises

Adaptive leadership is based on the premise that organizations that succeed in the market are those that can most effectively adapt to changing conditions. Adaptability is defined as the capacity to adjust to environmental shifts, and it is essential for the survival and evolution of complex systems, including organizations. Motivated by this perspective, scholars and management theorists have explored how the principles of adaptation can be applied to leadership and organizational management [11,12].

In broad terms, adaptive leadership is understood as the ability to adjust to evolving demands and respond flexibly and creatively to complex, unpredictable situations. It empowers managers to identify and address both the individual and collective needs of their teams, foster collaboration and innovation, and cultivate a resilient, adaptable work environment in the face of change [2].

However, it is important to emphasize that adaptive leadership goes beyond the mere management of teams during periods of change; it embodies a philosophy that positions fluidity and flexibility as core principles [13]. Unlike traditional leadership models, adaptive leadership fosters a mindset of continuous learning and rapid adaptation. Adaptive leaders do not merely respond to crises; they anticipate challenges and prepare proactively. They cultivate an organizational culture that values experimentation, innovation, and resilience, encouraging team members to confront uncertainty with courage and determination [14].

Moreover, adaptive leadership recognizes the importance of diverse perspectives and experiences, actively seeking to integrate a wide range of viewpoints in order to address challenges more creatively and effectively. Ultimately, adaptive leadership is not confined to reacting to external circumstances; it aims to shape the future, empowering organizations to thrive in an ever-evolving environment [15].

One of the primary challenges in adopting adaptive leadership is overcoming resistance to change among both leaders and team members [16]. Many individuals are accustomed to traditional leadership models that emphasize authority and control, which can make them uncomfortable with the idea of sharing power and responsibility. Furthermore, adaptive leadership requires a high level of flexibility and interpersonal communication skills—attributes not inherently possessed by all leaders. Overcoming these barriers necessitates a strong commitment to developing adaptive leadership competencies and fostering an organizational culture that values experimentation and continuous learning [3,17].

In essence, adaptive leadership distinguishes itself from traditional leadership through its forward-looking approach, emphasizing resilience and innovation [18]. While traditional leadership often focuses on maintaining the status quo and applying established solutions to familiar problems, adaptive leadership prioritizes flexibility, creativity, and continuous learning [19]. Adaptive leaders continuously assess new information, seek diverse perspectives, and adjust strategies in response to changing environmental demands.

This proactive approach enables adaptive leaders to effectively navigate complex challenges, fostering an organizational culture that embraces change rather than resisting it. By prioritizing adaptability and innovation, they empower their teams to respond creatively to unforeseen circumstances and emerging opportunities. Adaptive leadership

is not merely a reaction to change; it constitutes a strategic approach that anticipates challenges and positions organizations for sustained success in a dynamic and continually evolving environment.

In this context, a crisis is a moment of disruption or instability that challenges the normal functioning of an organization, necessitating rapid and effective responses to mitigate adverse effects. Crises can stem from various sources, including sudden market shifts, economic downturns, natural disasters, or internal failures. They are characterized by high pressure and uncertainty, where swift decision-making is crucial to preserving the organization's integrity and, often, its survival. During times of crisis, organizations are compelled to reassess their strategies, priorities, and resource allocations to address immediate challenges and facilitate long-term recovery [20].

Organizations may face various types of crises, each necessitating distinct approaches. Financial crises, for instance, arise from economic challenges or the mismanagement of financial resources, compromising the organization's liquidity and solvency. Reputation crises, conversely, involve harm to the organization's public image, often triggered by scandals or communication breakdowns. Leadership crises occur when there is a failure in management or decision-making processes, leading to a loss of trust among stakeholders. Furthermore, operational crises, such as system or product failures, can disrupt operations and result in substantial financial losses. Each type of crisis demands a strategic response, which often requires adaptation to the specific circumstances and context in which it occurs [21].

In this context, adaptive leadership plays a critical role in crisis management, enabling leaders to respond with flexibility and agility, adjusting their strategies to meet emerging demands. An adaptive leader is capable of navigating uncertainty, making swift and effective decisions, while simultaneously preserving team morale and engagement. During a crisis, leaders must communicate transparently, demonstrate empathy, and maintain a long-term vision, helping teams remain focused on innovative and creative solutions. By fostering a culture of continuous learning, adaptive leadership also allows organizations to incorporate lessons learned post-crisis, thereby enhancing their resilience in facing future challenges [22].

International mega-threats, such as global economic recessions, pandemics, climate change, geopolitical tensions, and technological disruptions, have profound and wide-ranging impacts on organizational structures. These threats challenge conventional business models, disrupt global supply chains, and necessitate an agile response to rapidly evolving conditions. Firms must reassess their organizational frameworks to ensure effective adaptation to these large-scale disruptions. Organizational structures may need to become more flexible, decentralized, and responsive in order to navigate such challenges. This could involve flattening hierarchies to facilitate faster decision-making, promoting cross-functional collaboration, and empowering teams with greater autonomy to respond to specific regional or market dynamics. Additionally, companies may need to invest in digital transformation, establishing more adaptable processes that are not only resilient, but also capable of driving innovation in the face of external threats [23].

Leadership is pivotal in addressing these international mega-threats, particularly when viewed through the lens of adaptive leadership. Leaders must demonstrate flexibility, resilience, and the capacity to make swift decisions under pressure. In times of global uncertainty, leaders who can navigate complex, high-stakes environments by inspiring trust, fostering innovation, and maintaining clear communication are crucial. Adaptive leadership promotes a proactive, rather than reactive, approach, empowering leaders to anticipate threats and prepare their organizations for the long-term effects of such disruptions. This entails aligning organizational strategy with global trends, cultivating

a culture that values adaptability and continuous learning, and ensuring that leaders are well equipped to manage diverse teams and make decisions across varied geographic and cultural contexts [23].

Moreover, the interaction between international mega-threats and leadership underscores the necessity of strategic alignment between leadership practices and organizational structure. Leaders must continuously monitor the external environment to ensure that the company's structure, culture, and processes are responsive to the evolving threats and opportunities in the global marketplace. By adopting a flexible, innovative, and agile approach, leadership can steer organizations through the complexities and uncertainties introduced by mega-threats, ensuring both short-term survival and long-term growth. This alignment also facilitates the development of a high-performance organizational culture, where resilience, creativity, and collaboration are prioritized—critical elements that enable organizations to effectively navigate and overcome these global challenges [20].

3. Materials and Methods

3.1. Literature Search Strategy

The PRISMA protocol for systematic literature reviews was employed to enhance the rigor of the review process and minimize potential analysis bias [24,25]. The protocol provides a structured framework for the review, ensuring research robustness through a comprehensive checklist [26]. The PRISMA-P method is widely recognized for its effectiveness in ensuring the comprehensiveness and consistency of the review process. By adopting this approach, the authors ensure that the review follows a methodologically sound and structured protocol, which guarantees the inclusion of all relevant studies, systematic data analysis, and the transparent presentation of results [26]. This approach is particularly advantageous for synthesizing the existing literature on complex phenomena such as adaptive leadership, where diverse research designs and methodologies are often employed. However, the use of the PRISMA-P method also presents limitations. A key drawback is that it can be time-consuming, especially when handling a large volume of literature, as it necessitates a thorough evaluation of each study's relevance, quality, and applicability [27].

By contrast, other studies have explored the adaptive leadership phenomenon using different methods. Some studies employ qualitative approaches, such as case studies or interviews, to gather in-depth insights into how adaptive leadership is applied in practice [28]. Alternatively, other studies utilize survey-based or mixed-methods designs to capture quantitative data on leadership outcomes and team performance, providing a more comprehensive perspective on adaptive leadership's impact [29].

In this study, the literature search strategy was structured in four key steps:

- Identification: This stage involves searching for and selecting studies relevant to the field.
- Screening: In this phase, two reviewers conduct an initial reading and selection of studies relevant to addressing the research questions.
- Eligibility: This step involves a comprehensive review of the selected studies to identify, select, and extract relevant data.
- Inclusion: The final selection and analysis of the studies included in the qualitative synthesis are conducted.

In order to identify relevant studies, a search was performed in the Web of Science (WoS) Core Collection and Scopus databases using the search term 'adaptive leadership'. The term was selected due to its widespread use in the field and its prior application in other studies [30,31]. Table 1 presents the criteria for the search and document selection.

Table 1. Search strategy.

Criteria	Elements
Databases	Scopus and Web of Science Core Collection
Search string	TITLE-ABS-KEY (“adaptive leadership”)
Refined by	Language: English Time span: From 2019 to September 2024 Document types: article and review
Inclusion criteria	Related to adaptive leadership, demonstrating methodological robustness, and with full text available.
Exclusion criteria	Conference papers, book chapters, case reports, commentaries, technical notes, and editorial documents.

3.2. Study Selection and Analysis Process

Only documents published after 2019 were included to ensure that the literature review incorporated the most recent research on the topic. A total of 254 documents were identified in Scopus, and 147 in the Web of Science database. After eliminating 127 duplicate records, the remaining records were processed through the following stages of analysis [32].

During the screening stage, the documents were cataloged in a Microsoft Excel spreadsheet. Two researchers independently assessed the titles and abstracts of the articles. Consequently, 176 documents were excluded at this stage due to their irrelevance to the research questions. During this phase, articles not aligned with the objectives and research questions of this study were deemed less relevant, and were subsequently removed from the analysis. The remaining 98 articles were thoroughly reviewed by pairs of researchers during the eligibility stage, with any discrepancies discussed and resolved. At this stage, 65 articles were excluded either for irrelevance to the research or for lacking methodological rigor. Ultimately, 33 articles were included in the qualitative synthesis process. Figure 1 illustrates the stages and results of the selection process, following the PRISMA protocol.

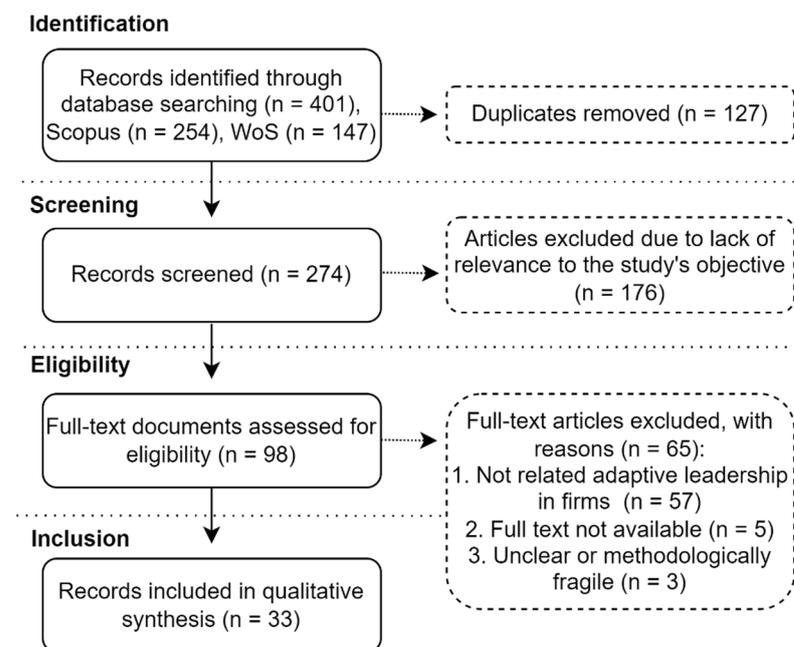


Figure 1. PRISMA-P steps.

The studies included in the qualitative synthesis were grouped into two primary areas of analysis: (i) organizational factors that support the adaptive leadership process, and

(ii) key characteristics critical for the adaptive leader. This study’s findings were derived through the examination of these categories.

To generate the network analyses, VOSviewer software was used. The settings applied included a minimum of two co-occurrences of keywords, due to the low number of documents and keywords analyzed. All keywords were considered, including both author keywords and indexed keywords.

4. Results

4.1. Bibliometric Analysis of Main Authors

The bibliometric results of the study show that the *Journal of the Association of Nurses in AIDS Care*, *Leadership in Health Services*, and *Organization Development Journal* are among the journals most frequently publishing on the topic, each with two articles. The first two are health-related journals; this field extensively studies adaptive leadership to address the challenges and traumas faced daily by patients and professionals in the sector. The low number of articles published in each journal can be attributed to the emerging nature of the topic of adaptive leadership, particularly in times of crisis.

The authors with the highest total link strength are Lauren Holt, Ragan Johnson, Amie Koch, Kara McGee, Jacquelyn M. MacMillian-Bohler, Catalina Ramirez, Schenita D. Randolph, and Michael V. Relf. Each of these authors has 3 documents, 9 citations, and a total link strength of 27. In VOSviewer, total link strength represents the sum of the connection strengths of a node to other nodes. Figure 2 presents the co-authorship network of the authors. To generate clusters, only authors with at least two documents on the topic were considered.

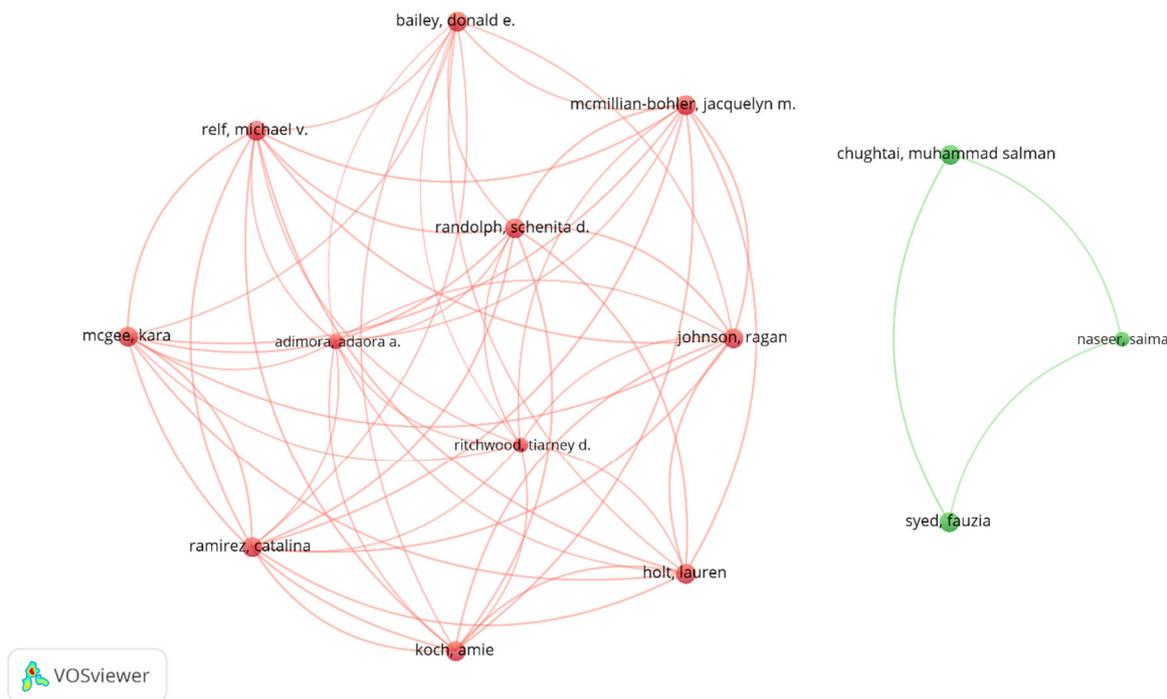


Figure 2. Authors’ co-authorship.

The findings show that few authors collaborate in the field of study. However, those who engage in co-authorship stand out in terms of the number of publications and citations. This highlights the need to strengthen research partnerships in order to improve the quality of studies and reach a wider audience, increasing visibility and dissemination. The red cluster represents a strong co-authorship network among authors who work together, while the green cluster consists of only three authors.

4.2. Bibliometric Analysis of Main Countries

Regarding countries with the highest number of publications on the topic, the United States stands out, followed by Canada, the United Kingdom, and Spain. Table 2 presents the countries with the highest number of publications, highlighting the number of citations and total link strength.

Table 2. Countries with the highest number of documents.

Country	Documents	Citations	Total Link Strength
United States	32	225	20
Canada	8	75	13
Spain	5	19	12
United Kingdom	5	55	10
Malaysia	4	14	15
Pakistan	4	19	10
China	3	115	5
Indonesia	3	13	7
Netherlands	2	2	2
India	2	13	3
Italy	2	34	4
Australia	2	26	6

In addition, Figure 3 highlights that few studies are conducted collaboratively, with most being isolated research efforts on the topic. This indicates that the subject lacks maturity and the development of international research networks.

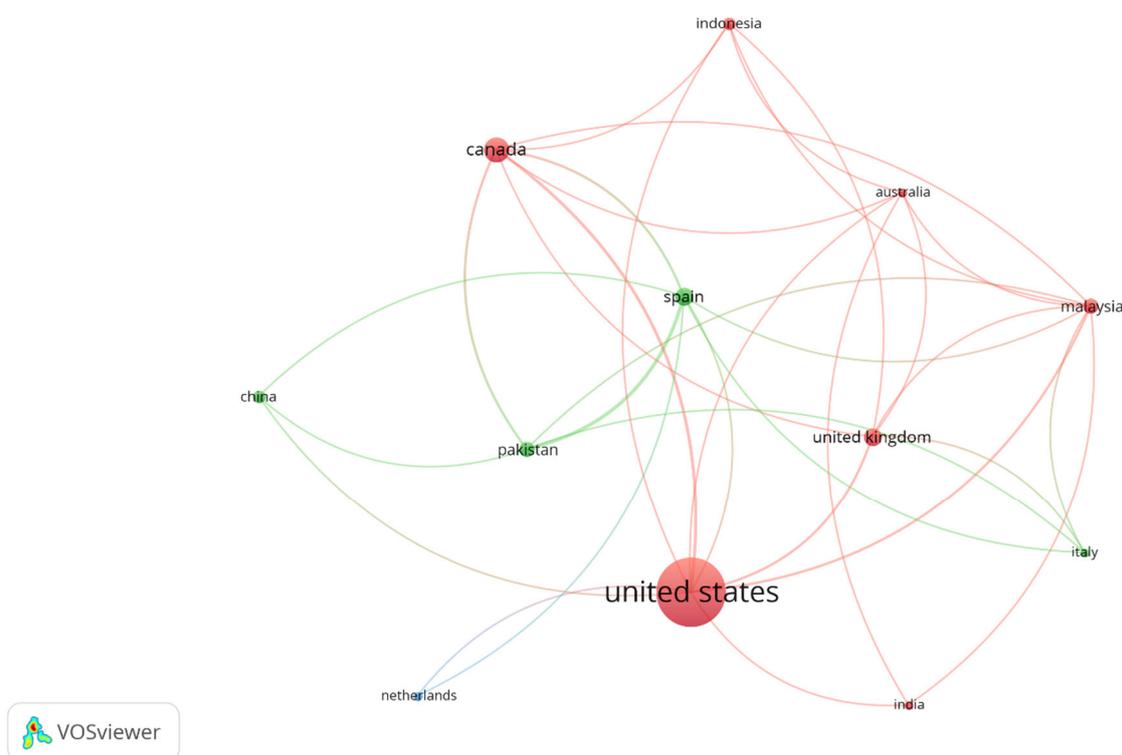


Figure 3. Countries with the highest number of publications on the topic.

This finding highlights that few studies have been conducted collaboratively by researchers from different countries, pointing to a significant gap in the field of study. Collaboration between researchers from different countries can accelerate scientific progress

Table 3. Keywords with largest number of occurrences.

Keyword	Occurrences	Total Link Strength	Cluster
adaptive leadership	26	63	5
leadership	24	143	5
humans	19	137	4
COVID-19	8	56	3
adult	6	51	2
coronavirus	4	39	3
pandemic	4	37	3
female	4	41	2
epidemiology	3	27	3
male	3	26	2
coping behavior	3	23	4
leadership development	3	5	5

Keywords with at least 3 occurrences.

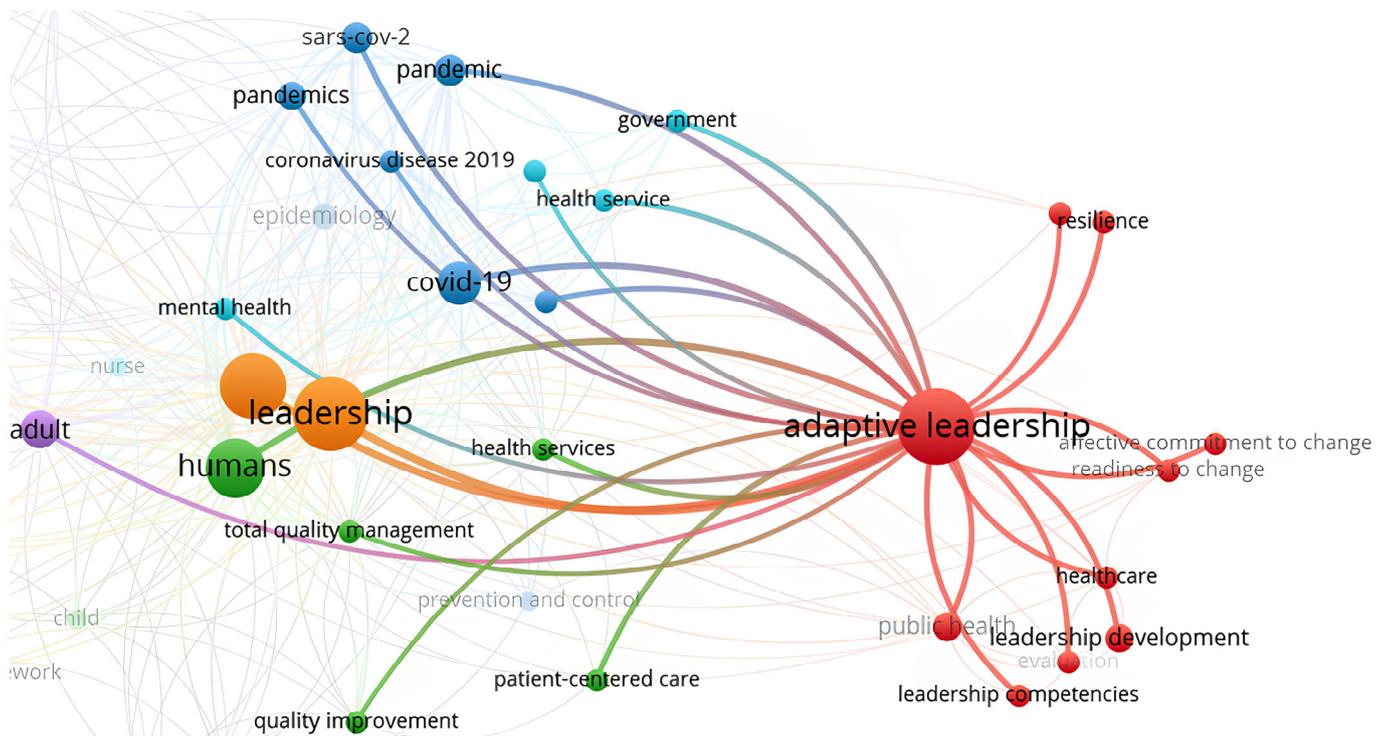


Figure 5. Themes associated with adaptive leadership.

The healthcare sector is one of the fields that most extensively discusses adaptive leadership. The number of studies in this area has also increased with the recent COVID-19 outbreak, which required health systems and leadership to adapt in order to address the challenges posed by the pandemic that affected thousands of people. This led to the development of the field of study within healthcare, possibly even more so than in the business sector.

Several themes related to adaptive leadership deserve attention, such as resilience, which highlights the extent to which adaptive leadership is associated with the leader’s ability to be resilient and to make the team resilient. Furthermore, resilience is linked to the need to develop organizational resilience to overcome crises, changes, and the constant challenges faced by organizations in the competitive market.

The topics of ‘leadership development’ and ‘leadership competencies’ are strongly related. The first is more closely linked to an organization’s ability to develop strong and adaptive leaders capable of generating promising results for the organization. In contrast,

leadership competencies are related to the individual capabilities of the leader, including skills, attitudes, and specific competencies, that an adaptive leader needs to develop in order to successfully orchestrate a high-performance team and generate satisfactory results for the company.

Finally, two topics are related to readiness for change and commitment to change. Readiness for change refers to the willingness and preparation of individuals and teams to face new circumstances, while commitment to change involves engagement and the willingness to implement the proposed changes. Adaptive leadership, in turn, plays a crucial role in this process, as adaptive leaders are able to guide their teams through uncertainty, providing direction and support while fostering a culture of flexibility and continuous learning. The interaction between these elements helps create an environment conducive to transformation, where individuals feel prepared, motivated, and supported to adopt and sustain changes.

4.4. Publication and Citation Trends

By observing the most developed themes and emerging topics within the field of study, it is possible to identify which themes are gaining relevance, which areas have proven to be more productive in terms of research, and which topics are being most cited in the scientific literature. These trends reveal the current state of knowledge and offer insight into future research directions and priorities. In the case of adaptive leadership, it is evident that the themes that have been most highlighted in publications and citations indicate a growing interest in the practical application of leadership in dynamic and constantly changing contexts.

The number of publications in the field of adaptive leadership has shown significant growth in recent years, reflecting the increasing importance of the topic across various fields of study, such as healthcare, education, and organizational management. This increase in publications can be partially attributed to the need for new leadership models that can respond to the demands of increasingly dynamic, globalized, and unpredictable organizational environments [1].

The number of themes related to the healthcare sector (as shown in Figure 4: mental health, health services, COVID-19, pandemic) indicates that the COVID-19 pandemic accelerated the need for adaptive leadership approaches in healthcare, as leaders were forced to confront unprecedented challenges, such as managing public health crises, implementing rapid changes, and adapting to new forms of work and management [7,8]. Consequently, the literature on adaptive leadership in the healthcare sector has expanded considerably. This finding is related to cluster 3 (Figure 4) and highlights the evolution of research in the healthcare field.

Another field that has shown significant growth is organizational management (cluster 5, Figure 4), where topics such as organizational quality, organizational learning, and leadership competencies have been deeply explored [3,17]. The literature on adaptive leadership suggests that organizations need leaders capable of managing rapid changes and fostering resilience within their teams [33].

Resilience has emerged as a recent theme in discussions about adaptive leadership, emphasizing the importance of both the leader's and the organization's ability to adapt in order to face crises and unexpected changes [18,22,34]. This topic has become a focal point, especially during times of crisis, such as the COVID-19 pandemic, and is widely cited in studies on how organizations and leaders can develop resistance and flexibility in the face of unpredictable challenges [7].

Similarly, the concept of leadership competencies (cluster 5, Figure 4) has been central to discussions on adaptive leadership. The specific competencies a leader needs to act

effectively in a constantly changing environment—such as communication skills, empathy, decision-making under pressure, and managing diverse teams—have been explored in numerous publications. This finding indicates that the literature is increasingly focused on identifying and defining the essential skills for adaptive leaders.

The analysis of clusters suggests that, as research on adaptive leadership continues to expand, new emerging areas will continue to gain prominence. Topics such as leadership in virtual environments, emotional intelligence in adaptive leaders, and leadership in times of sustainability and climate change are beginning to be more widely discussed, reflecting the growing complexity of the field and new social and organizational demands. Additionally, the field is expected to further explore leadership competencies, particularly how these competencies can be cultivated and developed within organizations. The future literature will likely focus on how organizations can create effective leadership development programs to prepare leaders to handle rapid changes and global crises that define the current business environment.

4.5. Organizational Factors Influencing Adaptive Leadership

A range of factors that can either facilitate or hinder leadership effectiveness shape the adoption and implementation of adaptive leadership within organizational contexts. Among the facilitators, a flexible and innovation-driven organizational culture is especially critical. Organizations that prioritize adaptability, continuous learning, and openness to change are more likely to successfully integrate adaptive leadership practices [35,36]

Additionally, the presence of committed and influential leaders who actively champion change and promote a culture of collaboration and experimentation plays a crucial role in fostering the adoption of adaptive leadership [36]. These leaders contribute to creating an environment where flexibility, innovation, and resilience are highly valued.

However, several barriers can impede the adoption of adaptive leadership. A rigid organizational culture that resists change can be a significant obstacle, hindering the flexibility and experimentation necessary for effective adaptive leadership. Additionally, insufficient financial, technological, or human resources can constrain an organization’s ability to implement adaptive leadership strategies effectively [37,38].

Table 4 summarizes the key organizational factors that influence the successful adoption or implementation of adaptive leadership within organizations. These factors can either support or impede the transition from traditional to adaptive leadership approaches.

Table 4. Organizational factors influencing adaptive leadership.

Organizational Factor	Description	Reference
Organizational Culture	A flexible and innovation-oriented culture facilitates the adoption of adaptive leadership, whereas a rigid and change-resistant culture can obstruct the process.	[39,40]
Supportive Leadership	The presence of committed and influential leaders who actively support change and promote a culture of collaboration and experimentation facilitates the adoption of adaptive leadership.	[41,42]
Transparent Communication	Open and transparent communication at all levels of the organization is essential for creating an environment conducive to adaptive leadership, allowing employees to feel empowered to share ideas and concerns.	[5]

Table 4. Cont.

Organizational Factor	Description	Reference
Available Resources	The availability of financial, technological, and human resources can facilitate or hinder the implementation of adaptive leadership, depending on the organization's capacity to invest in training, development, and support infrastructure.	[37,38]
Organizational Structure	An agile and flexible organizational structure can facilitate the implementation of adaptive leadership, enabling quick decision-making and adaptation to changes in the external environment.	[5,33,34]
Resistance to Change	Resistance to change from team members and leaders can pose a significant barrier to adopting adaptive leadership, requiring additional efforts for awareness and engagement.	[43]
Innovation History	Companies with a history of innovation and experimentation tend to be more receptive to adaptive leadership, while those with a more conservative approach may face greater challenges in implementing new leadership practices.	[5,25]
Organizational Strategy	Alignment between organizational strategy and leadership approaches can facilitate the adoption of adaptive leadership, ensuring that the organization's objectives and values are in harmony with flexibility and innovation.	[44]

As previously discussed, organizational factors can either facilitate or impede the adoption and implementation of adaptive leadership, depending on their characteristics and management styles [45]. Understanding these factors is crucial for comprehending the challenges that organizations face when attempting to transition to an adaptive leadership model. Organizational culture, for instance, plays a pivotal role; a flexible, innovation-driven culture supports the adoption of adaptive leadership, whereas a rigid, change-resistant culture can serve as a significant barrier [39]. Furthermore, leadership support is indispensable; committed and influential leaders who promote collaboration and cultivate an environment of experimentation are more likely to facilitate the successful integration of adaptive leadership by encouraging active participation from team members [41].

Other critical factors include transparent communication, resource availability, organizational structure, resistance to change, innovation history, and organizational strategy. These elements collectively influence the success or failure of adaptive leadership implementation [5]. Transparent communication at all levels fosters an environment conducive to adaptive leadership, where employees feel empowered to share ideas and concerns. In contrast, resistance to change—whether from team members or leaders—can pose a substantial challenge, requiring additional awareness, training, and engagement to overcome. In summary, understanding these organizational factors is essential for developing effective adaptive leadership strategies in diverse organizational contexts [46].

Furthermore, the shift from traditional to adaptive leadership necessitates a fundamental transformation in organizational mindset and practices. This transformation involves implementing leadership development programs, revising organizational policies and processes, and cultivating a culture that values flexibility, innovation, and continuous learning. However, such a transformation can be challenging due to inherent resistance to change and the need to unlearn deeply ingrained leadership practices [43].

The receptiveness to adaptive leadership may vary across different industries, sectors, and organizational cultures. For instance, technology companies and startups often cultivate cultures that are more conducive to innovation and experimentation, thereby facilitating the adoption of adaptive leadership. In contrast, traditional organizations in highly regulated sectors, such as finance and healthcare, may face greater challenges due to the necessity of complying with established regulations and procedures [47]. Moreover, cultural differences can influence an organization's receptiveness to adaptive leadership. Some cultures may place a higher value on hierarchy and authority, while others emphasize flexibility and autonomy [40].

In other words, adopting adaptive leadership is a complex and multifaceted process that requires a context-sensitive approach tailored to the specific organizational environment. Organizations must be prepared to navigate significant challenges when implementing adaptive leadership practices. However, the potential benefits—such as enhanced innovation, flexibility, and organizational resilience—can offer substantial long-term value, making the efforts invested in this transformation worthwhile.

4.6. High-Performance Teams and the Role of the Leader

Organizations expect adaptive leaders to effectively address the challenges posed by a constantly evolving business environment. This includes not only managing crises and uncertainties, but also identifying and capitalizing on emerging opportunities. Adaptive leaders are viewed as catalysts for change and innovation, capable of inspiring and mobilizing their teams to achieve ambitious goals while swiftly adapting to new circumstances. In this regard, organizations anticipate that adaptive leaders will act as agents of transformation, guiding their companies toward success in an increasingly dynamic and competitive landscape [48].

Adaptive leadership also plays a critical strategic role in building high-performance teams and reinforcing organizational culture. Adaptive leaders are particularly skilled at recognizing and valuing the unique skills and experiences of each team member. By fostering an inclusive culture that respects diversity, they create an environment where employees feel valued and motivated to contribute their best work. This not only enhances employee satisfaction and engagement, but also promotes collaboration and teamwork—key drivers of organizational success [42].

Furthermore, adaptive leadership is characterized by its capacity to adjust to the ever-changing demands of the organizational environment. Adaptive leaders continuously assess the evolving needs of their teams and adjust their leadership strategies and approaches accordingly [49]. In times of change or uncertainty, they adopt a transparent and communicative approach, ensuring that team members are well informed and engaged. During more stable periods, they foster an environment of autonomy and creativity, empowering employees to seek innovative solutions to organizational challenges.

In addition to fostering a collaborative and adaptable work environment, adaptive leadership plays a significant role in strengthening organizational culture by promoting core values such as resilience, continuous learning, and agility. By modeling these behaviors and values, adaptive leaders inspire their teams to pursue the highest standards of performance and excellence. This, in turn, cultivates a high-performance culture where employees are motivated to continually improve and innovate, ultimately driving exceptional organizational results [50]. Thus, adaptive leadership not only enhances high-performance teams, but also fosters a vibrant, resilient organizational culture—critical for ensuring long-term success [51].

When adaptive leaders emphasize resilience, they empower their teams to confront and overcome challenges with confidence and determination [33,34]. This resilience enables

the organization to recover quickly from setbacks, learn from experience, and continue progressing toward its goals, even in the face of significant adversity. Moreover, a resilient team is more likely to maintain high levels of motivation and engagement, delivering consistent and effective performance regardless of external circumstances. Ultimately, resilience not only strengthens an organization's ability to manage immediate challenges, but also equips it for sustainable growth and long-term success.

Table 5 presents an analysis of the key characteristics of an adaptive leader, offering a comprehensive overview of the qualities necessary for effective leadership in an ever-changing environment. A central characteristic is flexibility, which enables leaders to quickly adjust to new circumstances and adopt various approaches as needed. This capability is crucial for addressing the unpredictable challenges and diverse demands that emerge within the organizational landscape.

Table 5. Characteristics of an adaptive leader.

Characteristic	Description	Reference
Flexibility	The ability to quickly adjust to changes and adopt different approaches as necessary.	[13,19,37]
Empathy	The skill to understand the needs, concerns, and perspectives of team members, demonstrating genuine interest in their well-being.	[39,50]
Transparent Communication	The practice of providing open, honest, and clear information to team members, fostering a culture of transparency and trust.	[5,46]
Innovation	Encouraging and supporting experimentation and the pursuit of creative solutions to organizational challenges, promoting a culture of innovation and continuous learning.	[25,44]
Adaptability	The capacity to adjust to the constantly changing demands of the organizational environment, remaining agile and flexible in the face of challenges and opportunities.	[35,36]
Collaboration	Fostering a collaborative work environment where team members are encouraged to share ideas, experiences, and resources to achieve common goals.	[41,42]
Long-Term Vision	Focus on long-term goals and strategies, prioritizing sustainability and the organization's long-term growth over short-term gains.	[10,22]
Resilience	The ability to handle adversities and uncertainties with calmness and determination, maintaining focus on organizational objectives despite encountered challenges.	[18,22,34]

Empathy is another critical characteristic of adaptive leadership, enabling leaders to deeply understand the needs and perspectives of their team members. By demonstrating genuine concern for others' well-being, adaptive leaders foster strong, trusting relationships and cultivate a work environment grounded in mutual respect. This empathy promotes a sense of psychological safety, allowing team members to feel valued and supported, which, in turn, enhances collaboration and overall team performance. Additionally, transparent communication is essential for ensuring that team members are well informed and engaged. By providing open, honest, and timely information, adaptive leaders nurture an organizational culture of transparency and trust, which is crucial for maintaining morale and alignment, particularly during times of change and uncertainty [52,53].

In summary, the characteristics outlined in the table highlight the importance of adopting an adaptive, people-centered leadership approach to navigate the complexities and dynamics of a constantly evolving world. By prioritizing empathy, flexibility, transparency, and resilience, adaptive leaders not only guide their teams through challenges, but also cultivate a culture that fosters innovation, collaboration, and sustainable success.

5. Discussion and Findings

One of the key findings of this review is the distinction between adaptive leadership and traditional leadership approaches. Adaptive leadership emphasizes the ability to navigate complexity, uncertainty, and change, focusing on flexibility, empathy, transparent communication, and innovation. In contrast to traditional leadership, which often relies on fixed structures and hierarchies, adaptive leadership encourages leaders to respond flexibly to evolving circumstances. This adaptability is essential in today's fast-paced business environment, where organizations must continuously adjust to external pressures such as market fluctuations, technological advancements, and global crises. The emphasis on empathy and communication enables leaders to build trust and foster collaboration, which are critical for driving collective performance within teams.

Moreover, this study underscores the importance of organizational factors in facilitating adaptive leadership. Organizational culture, structure, and processes play a pivotal role in creating an environment where adaptive leadership can flourish. For example, organizations that cultivate a culture of innovation, flexibility, and continuous learning are more likely to promote adaptive leadership. Furthermore, organizations that prioritize transparency and open communication provide leaders with the essential tools to lead effectively during periods of uncertainty. This interplay between leadership and organizational context creates a mutually reinforcing cycle, where adaptive leadership strengthens the organizational environment, which in turn further nurtures the development of adaptive leadership.

The discussion also highlights the impact of adaptive leadership on high-performance teams. Teams led by adaptive leaders are more inclined to embrace innovation and resilience—two essential factors for addressing complex challenges, as evidenced in Figure 4. These teams, characterized by open communication and collaboration, become more agile and capable of generating creative solutions. As they succeed, they contribute to the cultivation of a strong organizational culture that prioritizes continuous improvement and adaptability. This creates a self-reinforcing cycle, where the positive outcomes achieved by the teams further enhance organizational factors such as a culture of innovation and agile structures. Therefore, adaptive leadership not only influences team behavior but also strengthens the broader organizational ecosystem, driving sustained growth and improving performance over time.

The analysis of organizational factors and the characteristics of adaptive leaders reveals a self-reinforcing cycle of excellence, where organizational factors facilitate the development of adaptive leadership, which, in turn, positively impacts key elements such as innovation, fluid communication, resilience, and collaboration within high-performance teams [36,41]. This virtuous cycle is not spontaneous; it must be carefully orchestrated by leaders and managers to ensure its effectiveness and sustainability. Figure 6 presents a framework illustrating the interrelationships between value generation by the leader, the organization, and the self-reinforcing process of adaptive leadership.

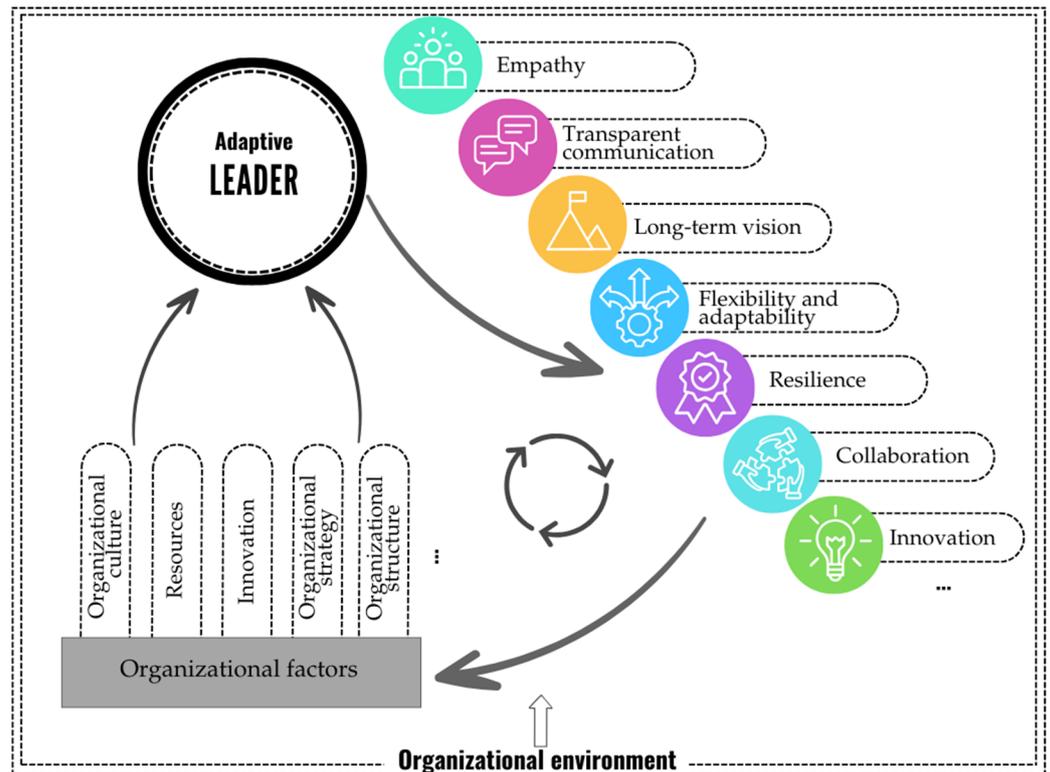


Figure 6. Leader–organization relationship framework for building adaptive leadership.

This cycle has a significant impact on value generation for the organization, particularly over time, enabling it not only to react to changes but also to anticipate and leverage them strategically. In a functional cycle, organizational factors and the characteristics of adaptive leadership mutually influence each other, fostering a virtuous cycle of continuous growth and improvement. Based on this, the first hypothesis is formulated:

H1: *The adaptive leadership excellence cycle is a dynamic and interdependent model in which its components mutually reinforce and influence each other to drive continuous improvement.*

In this context, the cycle begins with favorable organizational factors, such as a flexible and innovative culture, an agile organizational structure, and a transparent strategy. These factors create an environment conducive to the practice of adaptive leadership, empowering leaders to promote flexibility, innovation, and collaboration [45]. The presence of these elements facilitates the adoption of adaptive leadership practices, enabling leaders to act as agents of transformation, guiding their teams effectively through an environment characterized by constant uncertainty [5].

Adaptive leadership, in turn, serves as the driving force that propels the excellence cycle forward. Adaptive leaders possess key qualities such as flexibility, empathy, innovation, transparent communication, and resilience—attributes that enable them to respond effectively to unexpected situations and constant change [37]. These leaders are adept at fostering a collaborative and inclusive environment, where team members feel valued, engaged, and motivated to generate creative solutions to organizational challenges. By leading with an inclusive and communicative approach, adaptive leaders help their teams develop greater resilience and adaptability, which are essential for achieving high-performance outcomes.

In this way, adaptive leadership catalyzes a process of continuous improvement, not only by shaping team behaviors but also by influencing the organizational factors that initially facilitated the adoption of such leadership [39,45]. This ongoing, reciprocal

relationship fosters sustained growth and success within the organization, reinforcing the adaptive leadership cycle as a critical driver of long-term value.

The impact of adaptive leadership on the formation of high-performance teams is profound. In an environment where innovation, resilience, and collaboration are prioritized, teams become better equipped to address complex challenges and develop innovative solutions to organizational problems [33,43,53]. These teams not only demonstrate superior performance, but also contribute to cultivating a robust organizational culture that emphasizes continuous learning and agility. As a result, the cycle becomes self-reinforcing: the positive outcomes achieved by the teams strengthen organizational factors, such as a culture of innovation and an agile structure, thereby creating an even more conducive environment for adaptive leadership and continuous improvement [33,34].

This excellence cycle generates substantial value for the organization, particularly in the long term. By fostering organizational resilience, adaptability, and continuous innovation, the organization becomes better positioned to navigate crises and recover swiftly from setbacks. Sustained innovation ensures the organization remains competitive over time, not simply reacting to market shifts but proactively anticipating and preparing for them [37,49]. Additionally, talent retention and engagement are bolstered, as resilient, well-led teams tend to be more motivated, productive, and aligned with organizational goals.

Moreover, the reinforcement of organizational culture and the establishment of a continuous learning environment become strategic long-term assets. Organizations that effectively integrate these elements into their daily operations are more adept at navigating change, emerging as market leaders and gaining recognition for their adaptability and innovation. This leads to the formulation of the second hypothesis:

H2: *The excellence cycle of adaptive leadership, when effectively orchestrated, enables organizations to achieve sustainable growth and maintain a lasting competitive advantage.*

Central to the excellence cycle is the creation of a culture that values continuous learning and fosters innovation. In a rapidly changing world, organizations that prioritize learning and adaptability are better positioned to not only respond to change, but to proactively shape it. This learning culture is nourished by adaptive leadership, which encourages experimentation, risk-taking, and the development of new ideas and solutions.

Adaptive leaders invest in the development of their teams by providing opportunities for professional growth, skill-building, and cross-functional collaboration. By encouraging team members to learn from their experiences, adapt to new technologies, and embrace diverse perspectives, these leaders promote a culture of innovation that fuels ongoing improvements.

Moreover, a culture of continuous learning is crucial for talent retention. Employees who are given the chance to grow professionally, who are supported in their career development, and who feel empowered to contribute ideas are more likely to remain engaged and committed to the organization's success. This ongoing commitment to learning enhances the organization's ability to stay ahead of the curve, adopt new technologies, and adjust to market shifts.

To effectively orchestrate this excellence cycle, it is essential for organizational leadership to have a well-defined strategic vision and a comprehensive understanding of how to integrate the various components of the cycle. This includes investing in the development of adaptive leaders through training programs designed to cultivate key skills such as emotional intelligence, empathy, resilience, and effective communication [39,50]. Additionally, fostering a culture of continuous learning, where experimentation, rapid feedback, and innovation are prioritized, is critical. Structuring processes that encourage collaboration,

flexibility, and transparency in communication are fundamental to sustaining the cycle. This brings us to the third hypothesis:

H3: *By cultivating an organizational environment that values the adaptive leadership fostering cycle, the organization can establish a continuous cycle of excellence, where each component of the system contributes synergistically to the success of the others.*

Adaptive leaders have a significant impact on high-performance teams, which in turn fosters an organizational culture centered on learning and innovation. This continuous feedback loop establishes a virtuous cycle that, when effectively orchestrated, ensures the organization not only survives, but thrives in the long term, enhancing its resilience and better preparing it for future challenges.

The role of technology is increasingly crucial in the context of adaptive leadership. As organizations adopt new technologies and work models, such as remote and hybrid work, adaptive leaders must be proficient in leveraging digital tools to facilitate communication, collaboration, and change management. Technology can be a vital ally for leaders striving to maintain flexibility and innovation within their organizations. However, it is equally important for leaders to ensure that these technologies are used effectively to prevent information overload or disconnection among team members. Therefore, investing in the technological training of both leaders and teams becomes an essential priority.

The relationship between adaptive leadership and the broader organizational context is a critical area that warrants further exploration. As previously noted, adaptive leadership is most effective in organizations that foster a culture of continuous learning and innovation. However, for such a culture to thrive, leadership practices must align with the organization's strategic goals. In other words, it is insufficient for individual leaders to simply adopt adaptive behaviors; the organization as a whole must possess a clear vision of how leadership practices contribute to its strategic objectives. In this regard, future research could explore in greater depth how organizational strategies either support or hinder the adoption of adaptive leadership practices, particularly in the context of digital transformation or during times of crisis.

In summary, this study underscores the critical role of adaptive leadership in cultivating resilient and innovative organizations. By investing in the development of adaptive leaders and fostering an organizational culture that prioritizes flexibility, innovation, and continuous learning, organizations can establish a virtuous cycle of growth and success. However, the findings also highlight the need for further empirical research, particularly studies that examine the impact of adaptive leadership across diverse sectors and organizational cultures, in order to validate and expand upon the theoretical conclusions presented in this work.

6. Conclusions

This study investigates the distinction between adaptive leadership and traditional leadership, highlighting the key organizational factors that facilitate adaptive management. Additionally, it explores the role of adaptive leadership in shaping organizational culture and fostering the development of high-performance teams.

The findings indicate that adaptive leadership is an exceptionally effective approach for addressing the challenges posed by an ever-evolving business environment. By prioritizing flexibility, empathy, transparent communication, and innovation, adaptive leaders foster high-performance teams and enhance organizational culture. Their capacity to respond to dynamic demands and anticipate future needs positions them as key drivers of progress and organizational resilience. Consequently, investing in the development of adaptive

leaders and cultivating a culture that values adaptability and collaboration is crucial for ensuring sustained success in a dynamic and increasingly complex global landscape.

The concept of a 'virtuous cycle' of adaptive leadership, as revealed in the findings, emphasizes the long-term value of fostering adaptive leadership within organizations. By establishing systems that promote adaptive behaviors, organizations can strengthen their capacity to anticipate and proactively respond to change, rather than merely reacting. This proactive ability to anticipate change is especially crucial in today's competitive and unpredictable business environment, where organizations capable of rapid adaptation are more likely to sustain a competitive advantage.

Furthermore, this study identifies several critical factors that contribute to the effectiveness of adaptive leadership. Training and development programs that cultivate essential skills—such as emotional intelligence, decision-making under uncertainty, and collaboration—are pivotal in preparing leaders to navigate complex challenges. Investment in these areas ensures that leaders are adequately equipped to manage crises and guide organizations through periods of transformation and growth. Additionally, organizations must establish processes that promote innovation, flexibility, and cross-functional collaboration, as these elements are integral to sustaining the virtuous cycle of adaptive leadership.

6.1. Limitations

This study is not without its limitations. The focus on articles from two specific databases, with filters for language and publication year, restricted the scope of the research. While this approach aimed to enhance the study's rigor by selecting only peer-reviewed journal articles, valuable insights may be found in research published in conference proceedings or editorial documents, which were excluded. Furthermore, the methodological diversity across the analyzed studies limits the ability to generalize the findings. Additionally, the absence of longitudinal research examining how adaptive leadership evolves over time and adapts to different contexts represents a gap in the understanding of leadership dynamics in ever-changing environments.

Moreover, this study did not extensively explore the diversity of cultural, organizational, and sectoral contexts, which could offer a more comprehensive and global perspective on the effectiveness of adaptive leadership in different environments. Adaptive leadership may be perceived and implemented differently across various sectors, cultures, and organizational types, an area that warrants further investigation.

Finally, the absence of empirical data directly collected in the field, such as interviews with leaders or the analysis of real-world case studies, limits this study's ability to provide practical and contextual examples of the application of adaptive leadership. Incorporating field research could enrich these findings and offer a deeper understanding of how theory is translated into practice within organizations.

These limitations underscore areas for future research that could expand the understanding of adaptive leadership, its implementation dynamics, and the factors influencing its success in organizational settings.

6.2. Theoretical and Managerial Implications

The analysis of adaptive leadership presents several theoretical implications that advance the understanding of how leadership can be more effective in dynamic and constantly evolving environments. First, the research underscores the importance of conceptualizing adaptive leadership as a distinct approach, in contrast to traditional leadership, with flexibility, empathy, transparent communication, and innovation identified as key components of organizational success. Based on this, this study suggests the need for a more in-depth exploration of the specific competencies and characteristics of adaptive leaders, including

the ability to navigate uncertainty and the skill to cultivate a collaborative and inclusive organizational environment.

In this regard, future research should delve deeper into how adaptive leadership affects different sectors (e.g., healthcare, education, and technology) in distinct ways, given that leadership competencies may vary depending on the specific context and nature of each industry. A key direction for future investigations is the application of empirical methodologies, such as case studies or action research, to examine how adaptive leaders manage organizational crises (e.g., pandemics or economic recessions) and how such leadership contributes to organizational resilience and innovation. Additionally, another important theoretical aspect that warrants further exploration is the role of diversity and inclusion in the practice of adaptive leadership, particularly regarding how leaders can effectively manage diverse teams and foster inclusive environments that enhance organizational performance.

The managerial implications of this study are significant for leaders and managers aiming to enhance their leadership practices and cultivate a more adaptable and innovative organizational environment. First and foremost, it is crucial for managers to recognize the importance of adaptive leadership, especially in crisis situations—whether financial, operational, or reputational. In this regard, organizations should establish clear crisis management protocols that integrate the principles of adaptive leadership, such as the ability to act decisively, make informed decisions with limited information, and maintain team morale. Additionally, transparent communication is essential during crises, as it helps guide the organization through immediate challenges and supports its long-term recovery.

Moreover, fostering an organizational culture that values flexibility, innovation, and continuous learning serves as a strategic differentiator. Companies should invest in the development of adaptive leaders by providing training programs that cultivate essential skills, such as emotional intelligence, empathy, and effective communication. These initiatives will enable leaders to navigate uncertainties and respond proactively to ongoing changes in the business environment. Additionally, it is crucial for organizations to promote collaboration across teams, creating an environment where creativity and the pursuit of innovative solutions are prioritized.

Additionally, fostering an organizational environment that supports continuous learning and adaptation is crucial for ensuring long-term competitiveness. Adaptive leaders not only manage change effectively, but also drive organizational transformation, creating sustainable value for both the company and its employees. In this regard, organizations should invest in processes that promote flexibility and information sharing, as these elements are vital for sustaining the virtuous cycle of adaptive leadership excellence.

Finally, by integrating these components, companies can establish a continuous cycle of growth and innovation. With an agile organizational structure and well-executed adaptive leadership, organizations will be better equipped to confront future challenges, enhance team performance, and maintain a durable competitive advantage.

Managers must recognize that crises—whether financial, operational, or reputational—demand a proactive and strategic approach. Organizations should establish clear crisis management protocols that integrate the principles of adaptive leadership. This includes ensuring that leaders are equipped to act swiftly, make informed decisions with limited information, and maintain team morale. Transparent communication is essential during crises, as it helps guide teams through immediate challenges and supports long-term recovery and resilience. Furthermore, managers must ensure that the organizational structure remains flexible and that resources are allocated efficiently to address urgent issues, while also positioning the organization towards sustainable growth and innovation in the aftermath of the crisis.

In summary, managerial implications highlight the critical importance of fostering adaptive leadership, cultivating a culture of innovation and learning, and preparing crisis management strategies with strategic foresight and resilience. By investing in these areas, organizations can establish a virtuous cycle of continuous growth, positioning themselves to adapt and thrive in the ever-evolving business environment.

6.3. Research Avenues

Although this study has contributed to the understanding of adaptive leadership and its impact on organizations, several questions remain unresolved and warrant further exploration in future research. Future studies should examine the effects of adaptive leadership across different sectors, such as healthcare, education, and technology, as leadership competencies can vary considerably depending on the industry. Empirical research methods, including action research and case studies, are recommended to gain deeper insights into how adaptive leaders manage organizational crises (e.g., pandemics, natural disasters, or economic recessions) and how their leadership influences organizational resilience.

Future longitudinal studies could investigate how adaptive leadership evolves over time in response to both external and internal changes, such as economic crises, technological transformations, or market shifts. By conducting analyses over extended periods, researchers could gain a deeper understanding of how adaptive skills and behaviors develop and become more refined over time, as well as explore how leaders adjust their practices during various phases of the organizational lifecycle.

Additionally, there is a need to explore social dimensions, such as the impact of adaptive leadership on employee satisfaction and well-being, as well as the personal characteristics, competencies, and leadership styles that contribute to effective adaptive leadership. Investigating how adaptive leadership influences team dynamics is another promising area of research, particularly in relation to fostering collaboration and creativity among team members.

The role of technology in supporting adaptive leadership practices, particularly in remote or hybrid work environments, also requires further exploration. As organizations continue to adjust to new ways of working, understanding how leaders can leverage digital tools to enhance communication and engagement is crucial. Moreover, it is essential to investigate how adaptive leadership can be cultivated in virtual settings and among teams that work remotely.

Another important area for exploration is the intersection between adaptive leadership and diversity, equity, and inclusion initiatives. Research on how adaptive leaders can effectively manage diverse teams and foster inclusive environments could yield valuable insights and best practices for enhancing organizational performance.

Applied research, such as case studies or interviews with leaders who have navigated organizational crises (e.g., pandemics, natural disasters, or economic recessions), could provide valuable practical insights into how adaptive leadership serves as a key differentiator during times of crisis. These studies could identify the specific characteristics and practices of adaptive leaders that are most effective in fostering resilience and facilitating recovery during challenging periods.

Future research could examine the barriers organizations face when implementing adaptive leadership, including cultural or structural resistance, resource constraints, and the challenges associated with shifting organizational mindsets. Additionally, it could explore strategies to overcome these obstacles and identify the conditions necessary for the successful implementation of adaptive leadership across various types of organizations, particularly in more traditional or rigidly hierarchical contexts.

Finally, future studies should investigate the key challenges and critical success factors involved in adopting and implementing adaptive leadership across organizations with diverse cultures, structures, and contexts. Identifying barriers to implementation and the conditions that facilitate the success of adaptive leadership could provide valuable insights for developing practical strategies that enable leaders and organizations to thrive in an ever-changing environment.

In conclusion, the findings of this study, coupled with the recommendations for future research, provide valuable insights for leaders, researchers, and practitioners seeking to enhance the effectiveness of adaptive leadership in achieving meaningful outcomes within organizations and society. Addressing the gaps identified in this study and exploring new dimensions of adaptive leadership will make a significant contribution to the development of more resilient and innovative organizations in the future.

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