# Anticipating the Servant Leaders' Reflex to VUCA Effects Through Chaos Theory Perspective

**Erkan Döner** and **İ. Efe Efeoğlu**

**Abstract** In today's fast-paced and unpredictable business environment, leaders need to anticipate and respond effectively to the volatile, uncertain, complex, and ambiguous (VUCA) effects that can disrupt their organizations. This chapter explores the concept of servant leadership and its reflex to VUCA effects through the lens of chaos theory. By grasping the principles of servant leadership and harnessing the dynamics of chaos theory, leaders can cultivate a proactive approach to traverse turbulent periods and instill resilience within their teams. This research study illuminates servant leadership's pivotal attributes, expounds upon chaos theory principles, and elucidates how these two concepts can harmoniously merge to anticipate and tackle the challenges posed by VUCA effects. The chaos theory perspective reflects that leaders can better understand the interconnectedness of events, adapt their leadership approach accordingly, and proactively anticipate and respond to VUCA effects. Through this comprehensive exploration, leaders will gain valuable insights into adapting their leadership style and effectively guiding their teams in a VUCA world.

**Keywords** Chaos theory · Servant leadership · Chaos theory

## 1 Introduction

At the core of the global socio-economic structure, commonly referred to as globalization, lie multifarious activities intertwined with an infinite array of variables (Held & McGrew, 2007). These intricate interconnections transcend the mere interaction of decisions, objectives, and strategies. Moreover, extending beyond a simple cause-and-effect dynamic, these connections operate independently while concurrently harboring the potential for profound impacts on environmental conditions,

E. Döner (✉) · İ. E. Efeoğlu
Department of Business Administration, Adana Alparslan Türkeş Science & Technology University, Adana, Turkey
e-mail: erkandoner@outlook.com

İ. E. Efeoğlu
e-mail: e.efeoglu@atu.edu.tr

85

circumstances, and preservation. In the present-day swiftly evolving and changing business environment, organizations confront unparalleled challenges characterized by volatility, uncertainty, complexity, and ambiguity (VUCA) (Sinha & Sinha, 2020). To navigate through such conditions, leaders must embrace an alternative approach to leadership—one that embraces chaos and uncertainty (Rimita, 2019). Chaos theory, a mathematical branch, scrutinizes the behavior of complex systems highly sensitive to initial conditions, suggesting that minute changes can yield significant and unpredictable outcomes (Robertson & Combs, 2014). A key concept regarding chaos theory is the "butterfly effect," where small alterations, like the flapping of a butterfly's wings, can have far-reaching consequences, potentially leading to a tornado on the opposite side of the globe (Galacgac & Singh, 2016). Another essential principle is the existence of strange attractors, patterns that emerge within chaotic systems, enabling the identification of underlying order amidst apparent randomness. These attractors provide insights into the behavior and dynamics of complex systems. Chaos theory also emphasizes the nonlinearity of intricate systems. Unlike linear systems, where cause and effect maintain direct proportionality, nonlinear systems exhibit intricate relationships where small inputs can yield disproportionate effects (Prokhorov, 2008). Feedback loops play a pivotal role in nonlinear systems, amplifying or dampening the effects of initial conditions (Galbraith, 2004). Chaos theory, a scientific discipline exploring complex systems and their behavior, investigates how seemingly random and unpredictable events give rise to patterns and order (Olmedo, 2010). It acknowledges that organizations are complex systems influenced by numerous internal and external factors. Applied to leadership, chaos theory posits that leaders should embrace uncertainty and complexity instead of seeking to control or predict outcomes (Galbraith, 2004). Servant leadership, which places emphasis on serving others and empowering them, aligns harmoniously with the principles of chaos theory (Rennaker, 2006). Servant leadership is a philosophy that underscores the leader's role as a servant first and foremost (Patterson, 2003). It embodies a people-centric approach to leadership, focusing on meeting the needs of individuals, including employees, customers, and the community. Servant leaders prioritize the growth and well-being of their followers, cultivating a culture of trust, collaboration, and empowerment (Sendjaya et al., 2008). The main objective of servant leaders is to create a supportive environment where individuals can flourish and reach their maximum potential (Finley, 2012). This chapter delves into the servant leaders' reflexes from the perspective of chaos theory within the context of managerial and organizational extent arising from VUCA effects.

## 2   Chaos Theory and the Vuca Effects

Today's uncertainty in decision-making and rapidly changing environment (e.g., business, politics, and technology) has gradually stimulated the interaction of existing and possible variations among actual and potential outcomes of activities that drive individuals to recognize these circumstances as "chaos", whose meaning is more

unoffending rather than being perceived. Chaos theory provides insights into the behavior of complex systems, such as those described by the VUCA framework. VUCA is a term originally coined by the U.S. Army War College to describe the volatile, uncertain, complex, and ambiguous nature of the post-Cold War world (Codreanu, 2016). In today's context, VUCA refers to the unpredictable and rapidly changing business environment characterized by constant disruption, technological advancements, and global interconnectedness (Taskan et al., 2022). The VUCA effects can manifest as market volatility, disruptive innovations, geopolitical instability, and shifting customer preferences. The principles of chaos theory, such as sensitivity to initial conditions and nonlinear dynamics, align with the characteristics of VUCA environments (Rimita, 2019). Both concepts highlight the non-linear and unpredictable nature of complex systems. Chaos theory emphasizes the importance of embracing complexity and uncertainty rather than trying to simplify or control them (Galacgac & Singh, 2016). Similarly, the VUCA framework encourages individuals and organizations to develop a mindset that embraces change, ambiguity, and the inherent complexity of the environment (Mack & Khare, 2016). Both chaos theory and the VUCA framework emphasize the need for adaptability and resilience in complex and uncertain environments. Understanding the principles of chaos theory can help individuals and organizations build resilience by recognizing patterns, identifying opportunities for innovation, and adapting quickly to changing circumstances (Balas-Timar, 2015; Pelissier, 2011). By embracing chaos theory and understanding the VUCA effects, individuals and organizations can leverage uncertainty and complexity to their advantage (Bennett & Lemoine, 2014). Therefore, individuals being part of organizations can identify emerging patterns, spot opportunities for innovation, and make informed decisions that lead to positive outcomes in volatile and unpredictable environments.

## 3   Chaos Theory and the Servant Leadership

Servant leadership is a distinguished leadership philosophy that places the leader's primary focus on serving others rather than pursuing personal power or achieving organizational goals (Savage-Austin & Honeycutt, 2011). It was first introduced by Robert K. Greenleaf in the 1970s and has since gained significant attention in various fields, including business, education, and healthcare. The core principles of servant leadership include empathy, humility, listening, and a commitment to the growth and development of followers (Finley, 2012). Servant leaders prioritize the well-being and success of their team members, fostering a positive and supportive work environment (Sendjaya et al., 2008). By empowering others and enabling their personal and professional growth, servant leaders create a culture of trust, collaboration, and high performance (Heyler & Martin, 2018). The chaos theory, also known as complexity theory, explores the behavior of complex systems that are highly sensitive to initial conditions and exhibit non-linear dynamics. Coined by Edward Lorenz in the 1960s,

this theory challenges traditional linear thinking and highlights the inherent unpredictability and interconnectedness of complex systems (Prokhorov, 2008). According to the chaos theory, small changes or actions in a system can lead to significant and unexpected outcomes, often referred to as the "butterfly effect." Complex systems, such as organizations or societies, are influenced by numerous interconnected variables and are susceptible to emergent behaviors that can be difficult to predict or control (Olmedo, 2010). While servant leadership and the chaos theory may appear distinct at first glance, they can actually complement each other and enhance leadership effectiveness in complex and unpredictable environments (Rimita, 2019). Here are some of the concepts and approaches integrating the chaos theory and servant leadership as follows.

## 3.1 Embracing Uncertainty and Adaptability

Both servant leadership and the chaos theory acknowledge the unpredictable and dynamic nature of the world we live in. Servant leaders embody a mindset of flexibility and adaptability, recognizing that change is inevitable and embracing uncertainty as an opportunity for growth (Hai & Van, 2021). Similarly, the chaos theory emphasizes embracing complexity and adapting to ever-changing conditions (Pryor, 2016). By combining these perspectives, leaders can navigate through uncertainty with resilience and agility, fostering a culture of innovation and continuous learning.

## 3.2 Valuing Diverse Perspectives and Collaborative Decision-Making

Servant leadership emphasizes the importance of listening to others and valuing diverse perspectives (Sims, 2018). This aligns well with the chaos theory, which recognizes the value of collective intelligence and the power of collaboration (Chadwick, 2010). By involving team members in decision-making processes and fostering an inclusive environment, leaders can tap into the collective wisdom of their teams, enabling innovative solutions and enhanced problem-solving capabilities.

## 3.3 Nurturing Empowerment and Self-Organization

Servant leaders empower their followers by providing them with autonomy, trust, and support (Russell, 2001). This approach resonates with the chaos theory's emphasis on self-organization and emergent behaviors (Galacgac & Singh, 2016). By

fostering an environment that encourages individual initiative and allows for decentralized decision-making, leaders can utilize the creativity and potential of their team members (Wong et al., 2018). This enables the organization to adapt and respond effectively to complex and rapidly changing circumstances.

## *3.4 Creating a Culture of Learning and Resilience*

Servant leaders are committed to the growth and development of their followers, promoting a culture of continuous learning (Van Dierendonck & Patterson, 2018). The chaos theory recognizes the importance of adaptability and resilience in complex systems (Russell, 2006). By combining these perspectives, leaders can create a learning organization that embraces change, encourages experimentation, and learns from failures. This enables the organization to thrive in turbulent times and seize opportunities for innovation and growth.

## 4 The Servant Leadership and the Vuca Effects

Operating from a chaos theory perspective, servant leaders perceive VUCA effects as opportunities for growth, innovation, and adaptation (Sarkar, 2016). Also, servant leaders can understand that change is inevitable and that organizations need to be flexible and responsive. Instead of perceiving VUCA as threats, servant leaders view them as catalysts for transformation and positive change. Servant leaders focus on the growth and well-being of their team members, which can have a significant impact on how organizations navigate VUCA effects (Ramakrishnan, 2021). In light of these circumstances, they tend to encourage their teams to embrace uncertainty and explore new possibilities. Behaviors of servant leaders in VUCA environments are as follows.

## *4.1 Embracing Complexity*

Servant leaders, in their wisdom, recognize the intricate nature of VUCA environments and inspire their teams to skillfully traverse the realms of ambiguity. Servant leaders cultivate a culture that cherishes the pursuit of knowledge, embraces experimentation, and embraces adaptability (Staats, 2016). These leaders champion a growth mindset, urging their employees to delve into diverse viewpoints and explore myriad solutions.

## 4.2 Resilience and Emotional Intelligence

Servant leaders recognize that VUCA conditions can be emotionally and mentally challenging for employees. Also, these leaders foster a supportive and inclusive work environment that builds resilience by providing emotional support, encouraging self-care, and promoting work-life balance (Haar et al., 2017).

## 4.3 Empowering Followers

Servant leaders understand that traditional hierarchical structures may not be effective in VUCA environments (Coetzer et al., 2017). Empowering their team members by delegating authority, encouraging decision-making at all levels, and fostering a sense of ownership may create a safe space for innovation and encourage employees to take calculated risks.

## 4.4 Facilitating Collaboration

Servant leaders recognize that collaboration is essential in navigating through VUCA effects. Promoting cross-functional collaboration, knowledge sharing, and open communication may design platforms for employees to exchange ideas, foster creativity, and leverage diverse perspectives (Pearce et al., 2009).

## 4.5 Vision and Purpose

Servant leaders provide a clear vision and purpose that inspires and motivates employees in uncertain times. Also, servant leaders communicate the organization's mission and values effectively and align individual goals with the larger purpose to emphasize the importance of values-driven decision-making and ethical conduct (Paesen et al., 2019).

## 4.6 Providing Clarity

Servant leaders set clear goals and objectives, define roles and responsibilities, and establish well-defined processes (Coetzer et al., 2017). Also, servant leaders ensure that team members have a clear understanding of expectations and provide necessary guidance and support (Galacgac & Singh, 2016).

### *4.7  Nurturing Learning and Growth*

Servant leaders prioritize the growth and development of their team members. Providing mentoring, coaching, and opportunities for learning and skill development to empower individuals to take ownership of their own growth and career progression (Dierendonck & Patterson, 2018). Also, servant leaders encourage a culture of continuous learning, experimentation, and adaptation (Russell, 2006).

Consequently, in a VUCA environment where knowledge and skills quickly become outdated, servant leaders foster a growth mindset that enables individuals to embrace change and acquire new competencies.

## 5  The Servant Leaders' Response to VUCA Effects Through Chaos Theory Perspective

Chaos theory suggests that organizations can be viewed as complex adaptive systems, where small changes can lead to significant and unpredictable outcomes (Mbengue et al., 2018). By embracing chaos theory principles, servant leaders can effectively respond to VUCA effects. Combining servant leadership with a chaos theory perspective offers a powerful response to the VUCA effects. Servant leaders, with their focus on empathy, collaboration, and empowerment, create a supportive environment that enables individuals and teams to thrive amidst volatility, uncertainty, complexity, and ambiguity (Frear, 2011). By embracing complexity, facilitating self-organization, and creating learning systems, servant leaders foster adaptability, innovation, and resilience in their organizations (Galacgac & Singh, 2016). Servant leadership also aligns with the principles of chaos theory by acknowledging the interconnectedness of individuals and the nonlinear nature of change (Dierendonck & Patterson, 2018). Through their servant leadership approach, leaders can nurture emergent behaviors, encourage creative problem-solving, and facilitate the emergence of novel solutions to complex challenges. Here are several ways in which chaos theory principles can be applied to servant leadership in VUCA environments as follows.

### *5.1  Embrace Complexity*

Instead of fearing or avoiding complexity, servant leaders embrace it by being aware that complexity is an inherent part of the business environment and that it can lead to new opportunities (Winston & Fields, 2015). Through acknowledging and accepting the complexity, servant leaders can develop a mindset that is open to change and innovation (Wang et al., 2019). Servant leaders recognize that complex systems have innate order and patterns that lead them to explore the underlying dynamics and leverage them to make informed decisions.

## 5.2  Foster Emergence and Adaptability

Servant leaders create an environment that allows for emergence, where innovative ideas and solutions can arise organically. Servant leaders encourage experimentation, creativity, and collaboration, allowing for the emergence of new possibilities to deploy adaptability within their organizations (Staats, 2016). Also, servant leaders promote a culture of continuous learning and improvement, where employees are encouraged to experiment, take risks, and learn from failures (Dierendonck & Patterson, 2010). By fostering adaptability, servant leaders enable their organizations to respond effectively to VUCA effects and make necessary adjustments.

## 5.3  Emphasize Self-Organization

Servant leaders empower their teams to self-organize and make decisions based on their knowledge and expertise (Hai & Van, 2021). Servant leaders provide autonomy and trust, allowing individuals to take ownership of their work and contribute to the overall success of the organization (Russell, 2006).

## 5.4  Embrace Feedback Loops and Iterations

Servant leaders value feedback and create feedback loops within their teams and organizations. Moreover, servant leaders encourage open and honest communication, seek input from team members, and use feedback to drive continuous improvement (Finley, 2012; Savage-Austin & Honeycutt, 2011). Servant leaders understand that in complex and unpredictable environments, adaptation and iteration are essential which both lead them to embrace a flexible and iterative approach, constantly evaluating and adjusting their strategies to align with changing circumstances.

## 5.5  Encourage Collaboration

Collaboration is essential in a VUCA environment. Servant leaders promote collaboration among team members, departments, and even with external stakeholders. Also, servant leaders encourage the sharing of ideas, knowledge, and resources, fostering a collective intelligence that can help navigate the complexities and uncertainties of the business landscape (Heyler & Martin, 2018).

## 5.6 Promote Learning and Growth

Servant leaders cultivate a culture of continuous learning and growth, urging individuals to constantly enhance their skills and knowledge through training, mentorship, and learning from both successes and failures (Liden et al., 2014). Leaders prioritize learning and reflection as a means to understand and make sense of the VUCA effects (Rimita, 2019). Also, servant leaders drive individuals and teams to reflect on their experiences, learn from them, and apply the insights gained to future situations (Coetzer et al., 2017). This continuous learning cycle enables servant leaders to adapt and refine their strategies in response to VUCA effects.

## 6 Conclusion

In a VUCA world, servant leaders embracing the chaos theory principles can effectively guide their organizations through uncertainty and complexity. By perceiving VUCA effects as opportunities and adopting behaviors that encourage adaptability, resilience, empowerment, collaboration, and a clear sense of purpose, servant leaders can create a positive and thriving organizational culture. The integration of servant leadership and chaos theory provides a valuable framework for leaders to navigate the challenges of the modern business landscape and foster long-term success (Dierendonck & Patterson, 2018). Servant leadership and the chaos theory offer valuable insights and approaches for navigating the complexities of leadership in today's unpredictable world. By embracing uncertainty, valuing diverse perspectives, nurturing empowerment, and fostering a culture of learning and resilience, leaders can effectively respond to the challenges and opportunities presented by complex systems. Servant leaders can inspire and empower their teams, drive organizational success, and make a positive impact in their respective fields through synergistically integrating these concepts, especially learning culture and empowerment. By embracing the principles of servant leadership, Moreover, servant leaders can navigate through uncertainty, complexity, and ambiguity while empowering their followers to adapt and thrive in a rapidly changing environment. With a strong vision, trust, effective communication, and a focus on continuous learning, servant leaders can create resilient organizations capable of embracing and leveraging chaos for innovation and growth (Haar et al., 2017).

Anticipating and responding to VUCA effects is a critical challenge for leaders in today's business environment. Through chaos theory, servant leaders can recognize the non-linear and unpredictable nature of VUCA effects. Servant leaders can adopt an adaptive and flexible leadership approach that allows them to thrive in dynamic and ever-changing circumstances. By embracing the inherent complexity of their organizations and the external environment, servant leaders can make informed decisions, identify patterns, and uncover hidden opportunities (Wang et al., 2019). Thus, servant leaders who understand the principles of chaos theory can anticipate and respond to

VUCA effects more effectively, fostering a culture of innovation, collaboration, and growth within their organizations.

Servant leaders are compelled to develop a mindset that embraces uncertainty and ambiguity if transforming the adverse effects of the VUCA into a more opportunistic structure is the main goal of an organization to survive in the chaotic business environment. By creating an environment where individuals feel safe to take risks and explore innovative solutions, servant leaders can harness the potential of chaos and turn it into a catalyst for growth and innovation (Hai & Van, 2021; Ramakrishnan, 2021). Therefore, encouraging open communication, empowering teams, and fostering a culture of learning and experimentation have carried out potential opportunities to integrate individuals self-organizing with high motivation.

Furthermore, servant leaders should prioritize building strong relationships with their teams and stakeholders. By nurturing trust, collaboration, and transparency, servant leaders can create a sense of stability and coherence amidst chaos. Servant leaders should actively listen to their team members, understand their concerns, and provide support and guidance when needed. By fostering a culture of servant leadership, it can be possible to inspire teams to adapt, overcome challenges, and thrive in the face of VUCA effects.

In light of these observations pointing out both organizational and individual patterns, anticipating the servant leaders' reflex to VUCA effects through a chaos theory perspective requires embracing complexity, adopting an adaptive mindset, nurturing strong communication and collaboration, and fostering a culture of empowerment. By doing so, servant leaders can effectively navigate the uncertainties of the business landscape and guide their teams toward success in an increasingly VUCA world.

# References

Balas-Timar, D. (2015). Relationship between job performance and job satisfaction viewed from the chaos theory perspective. *International Journal of Education and Research, 3*(3), 517–534.

Bennett, N., & Lemoine, G. J. (2014). What a difference a word makes: Understanding threats to performance in a VUCA world. *Business Horizons, 57*(3), 311–317.

Chadwick, M. M. (2010). Creating order out of chaos: A leadership approach. *AORN Journal, 91*(1), 154–170.

Codreanu, A. (2016). A VUCA action framework for a VUCA environment. Leadership challenges and solutions. *Journal of Defense Resources Management (JoDRM), 7*(2), 31–38.

Coetzer, M. F., Bussin, M., & Geldenhuys, M. (2017). The functions of a servant leader. *Administrative Sciences, 7*(1), 5.

Finley, S. (2012). Servant leadership: A literature review. *Review of Management Innovation & Creativity, 5*(14).

Frear, D. (2011). The effect of change on management planning: Applying chaos theory. *International Journal of Business and Social Science, 2*(14).

Galacgac, J., & Singh, A. (2016). Implications of chaos theory in management science. *Chaotic Modeling and Simulation (CMSIM), 4*, 515–527.

Galbraith, P. (2004). Organizational leadership and chaos theory: Let's be careful. *Journal of Educational Administration, 42*(1), 9–28.

Haar, J., Brougham, D., Roche, M. A., & Barney, A. (2017). Servant leadership and work engage-ment: The mediating role of work-life balance. *New Zealand Journal of Human Resources Management (NZJHRM), 17*(2), 56–72.

Hai, T. N., & Van, Q. N. (2021). Servant leadership styles: A theoretical approach. *Emerging Science Journal, 5*(2), 245–256.

Held, D., & McGrew, A. G. (Eds.). (2007). *Globalization theory: Approaches and controversies* (Vol. 4). Polity.

Heyler, S. G., & Martin, J. A. (2018). Servant leadership theory: Opportunities for additional theoretical integration. *Journal of Managerial Issues*, 230–243.

Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. (2014). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of Management Journal, 57*(5), 1434–1452.

Mack, O., & Khare, A. (2016). Perspectives on a VUCA World. In *Managing in a VUCA World* (pp. 3–19).

Mbengue, P., Ondracek, J., Saeed, M., & Bertsch, A. (2018). Management and chaos theory, complexity theory, and self-organizing systems theory. *Asia Pacific Journal of Research in Business Management, 9*(3), 1–15.

Olmedo, E. (2010). Complexity and chaos in organizations: Complex management. *International Journal of Complexity in Leadership and Management, 1*(1), 72–82.

Paesen, H., Wouters, K., & Maesschalck, J. (2019). Servant leaders, ethical followers? The effect of servant leadership on employee deviance. *Leadership & Organization Development Journal, 40*(5), 624–646.

Patterson, K. A. (2003). Servant leadership: A theoretical model. Regent University.

Pearce, C. L., Manz, C. C., & Sims, H. P. (2009). Is shared leadership the key to team success. *Organizational Dynamics, 38*(3), 234–238.

Pellissier, R. (2011). The implementation of resilience engineering to enhance organizational inno-vation in a complex environment. *International Journal of Business and Management, 6*(1), 145.

Prokhorov, A. B. (2008). Nonlinear dynamics and chaos theory in economics: A historical perspective. *Quantile, 4*, 1–27.

Pryor, R. (2016). Applying chaos theory to work: The chaos theory of careers. *International Journal of Mathematics, Game Theory, and Algebra, 25*(4).

Ramakrishnan, D. (2021). Leading in a VUCA World. *Ushus Journal of Business Manage-ment, 20*(1).

Rennaker, M. (2006). Servant-leadership: A model aligned with chaos theory. *The International Journal of Servant-Leadership, 2*(1), 427–453.

Rimita, K. N. (2019). Leader readiness in a volatile, uncertain, complex, and ambiguous (VUCA) business environment (Doctoral dissertation, Walden University).

Robertson, R., & Combs, A. (Eds.). (2014). *Chaos theory in psychology and the life sciences.* Psychology Press.

Russell, R. F. (2001). The role of values in servant leadership. *Leadership & Organization Development Journal, 22*(2), 76–84.

Russell, R. A. (2006). Chaos theory and managerial approaches. In *Tourism Management Dynamics* (pp. 108–115). Routledge.

Sarkar, A. (2016). We live in a VUCA World: The importance of responsible leadership. *Development and Learning in Organizations: An International Journal, 30*(3), 9–12.

Savage-Austin, A. R., & Honeycutt, A. (2011). Servant leadership: A phenomenological study of practices, experiences, organizational effectiveness, and barriers. *Journal of Business & Economics Research (JBER), 9*(1).

Sendjaya, S., Sarros, J. C., & Santora, J. C. (2008). Defining and measuring servant leadership behavior in organizations. *Journal of Management Studies, 45*(2), 402–424.

Sinha, D., & Sinha, S. (2020). Managing in a VUCA world: possibilities and pitfalls. *Journal of Technology Management for Growing Economies, 11*(1), 17–21. https://doi.org/10.15415/jtmge.2020.111003

Staats, C. (2016). The adaptable emphasis leadership model: A more full range of leadership. *Servant Leadership: Theory & Practice, 2*(2), 2.

Sims, C. M. (2018). The diversity intelligent servant leader: Developing leaders to meet the needs of a diverse workforce. *Advances in Developing Human Resources, 20*(3), 313–330.

Taskan, B., Junça-Silva, A., & Caetano, A. (2022). Clarifying the conceptual map of VUCA: A systematic review. *International Journal of Organizational Analysis, 30*(7), 196–217.

Van Dierendonck, D., & Patterson, K. (2010). *Servant leadership: Developments in theory and research.* Springer.

Van Dierendonck, D., & Patterson, K. (2018). *Practicing servant leadership.* Springer International Publishing.

Wang, Z., Meng, L., & Cai, S. (2019). Servant leadership and innovative behavior: A moderated mediation. *Journal of Managerial Psychology, 34*(8), 505–518.

Winston, B., & Fields, D. (2015). Seeking and measuring the essential behaviors of servant leadership. *Leadership & Organization Development Journal, 36*(4), 413–434.

Wong, Y. Y., Chow, I. H. S., Lau, V. P., & Gong, Y. (2018). Benefits of team participative decision making and its potential to affect individual creativity. *Journal of Applied Social Psychology, 48*(7), 369–376.