

Research Article

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Fixing Uncertain, Strategic Failure, or Collapse During Unexpected Crises Via Leadership Cycle

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ABSTRACT

In numerous definitions of leadership maybe the simplest model is The Circle of Analysis & Intervene & Balcony. Based on this simple model we can explain complex and very advanced DBA (Doctor of Business Administration) development of DBA carrier through very uncertain market.

The Circle Analysis & Intervene & Balcony is infinity process, could be infinity, as circle (after Balcony again Analysis and again Intervention and again Balcony), but under control of specific individual.

This paper aims to suggest to readers how to lead yourself and to achieve successful DBA carriers, potential guideline for DBA carrier development.

However, to develop yourself and carrier we need to follow suggested definition and/or instruction, but for personal development, to affect carrier you need quite some of time, so this is process. Every individual can make this process shortly. Developing in a desired way—personally or professionally—requires a structured approach combining clear goal setting, habitual action, and intentional mindset shifts.

Research suggests moving from goal-oriented thinking to building systems that ensure continuous improvement of personal achievements and sustainable personal growth.

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Introduction

Top priority in this paper is observation of uncertainty from DBA Leadership perspective. It is absolutely necessary to write also about related actualities, particularly about contemporary leadership concepts, current market trends and issues, but also about other connected topics.

Anyhow we will write also about other VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) but this part is very symbolic, we will minimize these topics.

VUCA vulnerabilities refer to the organizational and individual weaknesses exposed by Volatility, Uncertainty, Complexity, and Ambiguity, resulting in potential paralysis, strategic failure, or collapse during unexpected crises. Key risks include fragile, centralized supply chains, skill gaps during digital shifts, and leadership overwhelmed by rapid change. Addressing these requires building resilience through strategic agility, diversified resources, and trust-based cultures.

Uncertainty and volatility are closely linked, yet distinct, financial concepts. Uncertainty is the lack of confidence in forecasting

future events, while volatility measures the magnitude of price fluctuations resulting from those surprises. High uncertainty (e.g., political crises, policy changes) acts as a catalyst for elevated volatility, increasing risk premiums and causing massive asset prices.

Key Aspects of the Relationship

Uncertainty drives volatility: Increased macroeconomic uncertainty significantly boosts stock market volatility and reduces investment, especially during crises [1].

Distinction: uncertainty is the "fog" that creates the "shake" (volatility) in asset prices.

Persistent impact: policy uncertainty has a persistent, positive impact on the volatility of equity, commodity, and interest rate markets.

Asymmetric response: "bad" uncertainty (shocking news) has a larger impact on volatility than "good" uncertainty.

Predictive power: latent uncertainty metrics are strong predictors of stock market jumps.

Volatility of volatility: Often termed "vol-of-vol," uncertainty about future volatility itself leads to higher option premiums and

lower returns for buyers.

Financial uncertainty is generally more critical in explaining short-term economic fluctuations than broad macroeconomic uncertainty.

In summary, high uncertainty creates an environment where investors are hesitant, requiring higher risk premiums, which ultimately manifests as high volatility.



Figure 1: Digital leadership VUCA World



Figure 2: Disruptive Leadership Institute

Methods and methodologies

The Leadership Circle of Analysis & Intervene & Balcony are essential topics in this paper about uncertainty, self-development, development of own Leadership style, and personal development too.

At the same time this is suggestion to maximize inbox thinking, before you start to think out of box.

Also, suggestion is to return to innocence, to go back several steps, even from beginning to start to amylose issues and bottlenecks, very similar to OII Cycle.

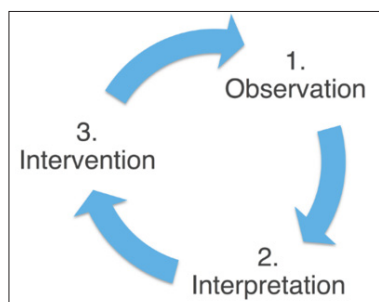


Figure 3: Iterative decision-making as a practice of adaptive leadership

Diagnose the situation (analyze), actual opportunities and possibilities how to develop your own carriers, with all potential bottlenecks and other expected influences.

On the balcony, we are observers of analyzing patterns, not just reacting to events.

Some useful actions are [2].

Identify patterns: instead of fixing an issue, ask why that issue is recurring.

Map relationships: look at who is influencing whom and identify power dynamics.

Creativity (think out of box): pay attention to what is not being said, as well as unspoken emotions and cultural values.

See Yourself

objectively observe your own role in the system

Identify adaptive vs. technical challenges; determine if the barrier is technical (can be fixed by experts/existing procedures) or adaptive (requires changes in people's values, beliefs, or behaviors)

Intervene (mobilize yourself or the system)

Step back onto the dance floor to act based on your observations, then return to the balcony to observe the intervention's effects.

Build a safe environment for yourself first, where can navigate complex, uncomfortable changes together. Test new approaches that aren't too risky to see how the system adapts. Do not take on all the work yourself, empower others to have the challenges (give work back).

Deploy yourself (self-management)

This step involves managing your emotions and staying focused. Avoid reacting impulsively from the "dance floor" and instead maintain emotional distance (manage your own reactions). Do not become so detached that you lose touch with the operational reality and find someone who can help you see your blind spots (not really AI agent – assistant, should be coach or similar expert).

New Level Work

The Balcony: "Getting on the balcony" is a core concept of Adaptive Leadership, developed by Ronald Heifetz and Marty Linsky, which encourages leaders to move from the hectic, detailed, and reactive nature of the "dance floor" (day-to-day operations) to a higher vantage point to gain perspective and see the bigger picture.

This framework focuses on stepping back from the immediate action to understand a situation before intervening. In leadership, the "balcony" is a perspective that allows you to see the big picture, rather than being caught on the "dance floor" (the action). Function: it involves identifying patterns, systemic issues, the "elephant in the room," and the behaviors of those involved.

Contexts Leadership: stepping back to analyzing team dynamics, or own dynamics.

Urban design: observing how people use spaces.

AI/meetings: an "Observe, Ask, Intervene" (OAI) framework for AI assistants in meetings, or simulations.

Case Study

Effective leadership styles-including transformational, democratic, laissez-faire, and transactional—shape team performance and

organizational culture. Leaders often adopt their approach, such as using autocratic styles for crises or servant leadership for team development. Understanding these styles helps leaders maximize their impact, while mainly highlights that matching the right style to the situation drives results.

Key leadership styles defined

Transformational leadership: focuses on motivating and inspiring employees to innovate and drive change, focusing on long-term goals.

Transactional leadership: operates on a "quid pro quo" basis, using rewards and penalties to ensure efficiency and performance.

Servant leadership: prioritizes the growth and well-being of team members, focusing on serving the team before pursuing personal goals.

Democratic (participative) leadership encourages team members to contribute to the decision-making process, fostering engagement.

Autocratic (authoritarian) leadership allows managers to make decisions independently, which is effective for rapid, high-stakes decisions.

Laissez-Faire (delegative) leadership offers high independence, allowing employees to make decisions, which work best for highly experienced teams.

Bureaucratic leadership: relies on strict, established rules and procedures to ensure consistency.

Charismatic leadership: uses the leader's own charm and communication skills to inspire and align the team.

Coaching leadership: focuses on identifying and nurturing individual strengths to foster long-term professional development.

Adaptive leadership

Emphasizes flexibility and responsiveness to changing environments and challenges.

Art leadership: integrates creative thinking, emotional intelligence, and artistic vision into management to foster innovation, resilience, and authentic connection, often used in both cultural organizations and corporate environments to drive transformation. It emphasizes empathy, storytelling, and unconventional problem-solving, making it effective for navigating complex, fast-changing environments. Particularly today DBA Leaders face numerous uncertainty or volatile markets, trying to solve issues via AI Agents, or with dialogs with available AI providers.

Except that DBA Leaders are often in gap between global technology providers, several huge niches, or under control of dominate approaches, could be competition, or political or geopolitical.

Under these circumstances is very difficult to recognize right opportunities, interventions not effective, analysis make no sense, and balconies are not possible.

These circumstances generated by forcing market targets, very ambitious goals (nonrealistic goals), planning with no realistic scenario, dominate money takers concept, overall confuse market development, and similar. It is necessary to master ambiguity, to build the capacity to make high-stakes decisions in uncertain,

complex environments. Developed capacity building concepts are essential preconditions for passing out of these situations.

The Balcony is key issue, as soon as we will have whole picture of the situation DBA Leaders will be able to decide correctly, interventions will become effective, analysis will make clear benchmarking, detection of rights threats, and at the same time reflect with adequate blockades.

As result of previous we are working on contemporary leadership styles, the hybrid ones, some of them are already created, core leadership styles & strategies for uncertainty:

Transparent & empathetic leadership: proactively communicate, even without all answers, to prevent anxiety and build trust. Acknowledge employee fears, practice active listening, and offer support to help the team navigate emotional, high-stress environments.

Agile & adaptive leadership: remain flexible to pivot strategies as situations evolve, treating setbacks as learning opportunities. This involves experimenting with new ideas and iterating in real-time.

Resilient & calm leadership: model stability and calm under pressure, which helps teams maintain focus and feel secure. Leaders must build resilience by focusing on what they can control, maintaining a positive outlook, and fostering a "growth" mindset.

Empowering & supportive leadership: use a "commanding" or "pacesetter" approach when necessary to provide direction but balance it with empowering team members to make decisions at all levels.

Visionary & purpose-driven leadership: reiterate the core mission and purpose to keep teams grounded when circumstances are rapidly changing.

The State of the Art

Despite current categorization of leadership styles, as well suggestion from other authors, some devoted leadership styles cannot respond adequately to requests from uncertainty & volatility.

Process of creating new leadership styles should be permanent, on advance DBA level. Key actors in this creating process could be DBA leaders, research, academic institutions, and other relevant players on the market.

Transformational leadership is not enough agile, transactional leadership with not enough generated money, autocratic (authoritarian) leadership still not enough strong, Laissez-Faire (delegative) leadership with no final execution, hybrid leadership styles still with no real feedback from the market.

But on the individual level, how DBA Leaders fixing uncertain and/or volatility are a common approach of the research process, DBA leaders' individual approach, often described as part of The Circle (analysis & intervene & balcony).

DBA leadership is process which needs time, sometimes very long process, some similarities with transition, so maybe is progress of process (development) somewhere between intervention and balcony.

Not enough good DBA leader should be matter of quality (quality in the first place, not money generated or quality) or very advanced goals, very ambitious approaches.

Uncertainty and / or volatility

Anyhow, all DBA Leaders are facing advance challenges, particularly in segments of uncertainty and / or volatility, Fixing uncertainty, volatility unexpected, or "negative" doctoral results is a common part of the carrier process, often described as part of the transition from manager to leader / independent leader. The key is to shift focus from obtaining a desired outcome to rigorously analyzing the outcome you did obtain.

As tool, actually methodology we should suggest is The Balcony, to spend more time on The Balcony part and to reach very high-level picture of the situation, maybe imagined - desired whole picture of the situation.

Via this paper we observe only VU part of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity), UV, with accent of U – Uncertainty, as first of all.

As result of interim approach, DBA Leaders should produce relevant papers, based on actions below.

Select a relevant topic Identify a problem in carrier progress: choose a topic that is relevant and significant to your field of development. It should address a real-world problem that needs a solution.

Ensuring originality: it is important to make sure the topic has not been extensively covered and that your development can offer new insights or a unique perspective. Previous is important from several perspectives, first of all DBA leader image is the advance one, originality is absolutely necessary, after actions related with leader style should be effective only in this way, based on actions provided we will have high achievements.

Align with interests: select a topic that you are passionate about and that aligns with your career goals.

Conduct Thorough Research

Review existing literature to understand the current state of personal development on your topic. Identify gaps that your research could fill. Based on the gaps identified, develop your carrier questions or hypotheses that you will address. Decide on qualitative, quantitative, or mixed methods for data collection and analysis. Gather data through surveys, interviews, case studies, or other relevant methods. Use appropriate analytical tools and techniques to interpret the data.

Develop And Outline your Paper

Organize your paper into sections such as introduction, literature review, methodology, results, discussion, and conclusion. Create a concise and descriptive title. Write an abstract that summarizes the purpose, methodology, results, and conclusions of your study. Introduce the carrier problem, objectives, and significance of the study. Provide a comprehensive review of relevant literature, highlighting key findings and gaps. Describe your research design, data collection, and analysis methods in detail. Present your findings clearly with the help of tables, graphs, and charts. Interpret your results, explaining their implications and how they fit into the broader context of the field. Summarize the main findings, their implications, and suggest areas for future research.

Write, Edit, and Revise

Again loop, as analysis & intervene & balcony, or as observation & interpretation & intervention. Write the first draft of your paper based on the outline you created. Revise the draft for clarity, coherence, and logical flow. Ensure that your arguments are well-supported with evidence. Carefully proofread your paper for grammatical and typographical errors. Consider getting feedback from colleagues or mentors to improve the quality of your manuscript.

Submit and Promote your Paper

Depending on the carrier situation, produced work you can share with shareholders, tom management, boards member, or to make public promotion. In case of public promotion, choose an appropriate journal: research journals that publish articles in your area of business, or similar economic journal, could be research too. Consider their impact factor, audience, and submission guidelines. Respond to reviewer comments, in case your paper undergoes peer review, you will receive feedback and suggestions for revisions. Submit the revised manuscript along with a detailed response to the reviewers' comments.

Steps for Uncertain DBA leaders' results

In case when the manager was infected with the disease from the market, do not panic, unexpected results are not a sign of failure, probably that is sign about bottlenecks in The Cycle.

Mostly probably that is the balcony parts, so Leader should spend more time on balcony, or on relation intervention – balcony.

To identify exact failure, we can check- verify accuracy, calibration, confounding variables, re-analyze data segmentation, shift from result to process, engage an advisor, or maybe adjust the project scope.

For fine tuning scrutiny shift from management to strategic vision, move beyond operations, transition from day-to-day management to long-term strategy, innovation, and foresight.

Personal, individual – own failure we will exclude with double check of evidence-based decision making, innovation strategies, managing of disruption, and driving transformation.

Double check of communication strategy, maybe to adopt and execute strategic communication.

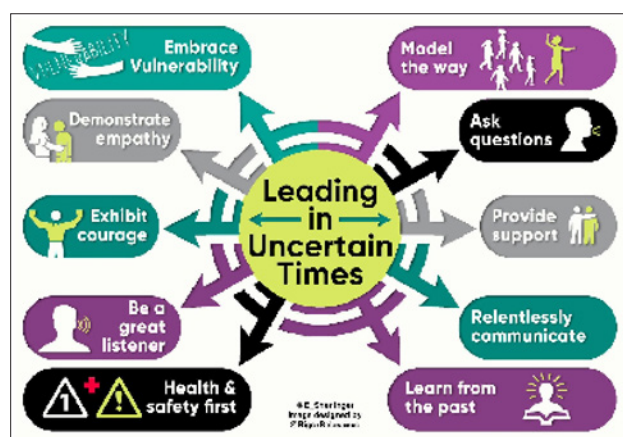


Figure 4: A Principal's Reflections: Leading in Uncertain Times

Disruptive innovation as solution

To use disruptive innovation as solution to pass the crises, or not enough good results, is possible but risks are related with logarithmic progress.

In general, we are writing about four types of disruption technologically, business model, regulatory, and social movements.

Disruptive approaches by themselves generate uncertainty, so how to manage disruptive approach with additional uncertainty and to fix the current one. Disruptive innovation introduces significant uncertainty by challenging established markets with simpler, cheaper alternatives that eventually displace incumbents. It creates high-stakes ambiguity regarding technological feasibility, ecosystem adoption, and business model sustainability.

Solutions are in basic clarifications of types of disruption. Depending on the challenger we are facing in our carrier, depending of the carrier goals, targets, perspectives, we have to identify the most disruptive to affect. We can approach more types or even make hybrid models to approach current business issues (carriers). Rather than avoiding it, successful disruptors use iterative processes, such as the lean startup methodology, to reduce uncertainty through early customer feedback and prototyping.

Not necessary to approach all types, if we do not need new products, we can avoid technological, but with disruptive changes in business model we can achieve significant progress.

Again, is recommended the circle (loop) modeling to successfully implement disruptive innovation.

Conclusion

From whole story of the contemporary DBA Leadership movement we can select several topics, dominate in these papers such: The Balcony, Adaptive Leadership, dense floor, intervention, creativity, painter, and similar. Seems all these words and phrases suggest Adaptive Leadership, as the most appropriate one for actual ulceration time. We can recognize creativity, innovation, disruptive innovation as very relevant skills, again this is suggestion on Art Leadership. As final recommendation to all DBA Leaders is cotemporary adaptive leadership style.

Contemporary adaptive leadership is a flexible, employee-centric framework designed to help organizations thrive amid volatile, complex, and unpredictable change (VUCA/BANI). It focuses on diagnosing problems, cultivating a culture of innovation and rapid experimentation, and building team resilience rather than relying on top-down, rigid command. To include emotional intelligence, fostering collaboration, high adaptability, which is essential to drive results in 2026 and in the future.

Definitely to use methodology distinguishing technical vs. adaptive challenges, must differentiate between problems that can be solved with existing expertise (technical) and those requiring new learning, behavioral shifts, and changing perspectives (adaptive). Depending on the availability creating a culture of experimentation, instead of adhering to rigid, long-term plans, leaders encourage pilot projects for themselves, and fast learning, simulate adjust to market realities quickly. On the global market does not exist DBA Leaders with behavior to produce original research, internal, or external, or oneself specifically.

Production of original research, any type, or any type of dissertation is very good behavior which will keep you in top self-development global trends. Suggestion about next step, in field of leadership types of development, seems we need more new types of leaderships, so DBA Leadership as type, category, globally recognized image, is potentially something new what we need to produce.

We must have in mind one more potential leadership style (type) Disruptive Leadership, or Disruptive innovation Leadership. Again, about circles and loops, as analysis & intervene & balcony, or as observation & interpretation & intervention and / or write & edit review, exist several more concepts, but seems they have a lot of common, because all they are based on natural rules, laws of nature, as the default one [18-20].

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