PressAcademia
RJBM
ISSN 2148-6689
Research Journal of Business and Management YEAR 2026 VOLUME 13 ISSUE 1

CHIEF EXECUTIVE OFFICER (CEO) SYSTEMATIC BELIEFS AS A CONTINUAL IMPROVEMENT BACKGROUND SUPPLEMENT FOR PROSPERING AN ORGANIZATION: A NON-STOP PDCA LOOP

DOI:10.17261/Pressacademia.2026.2046
RJBM-V.13-ISS.1-2026(2)-p.19-39

Seyed Hossain Ebrahimi
University of Mazandaran, Faculty of Economics and Administrative Sciences, Babolsar, Iran.
shebrahimi1978@gmail.com, h.ebrahimi@stu.umz.ac.ir, ORCID: 0000-0002-5093-2143

Date Received: December 17, 2025 **Date Accepted:** June 2, 2026

To cite this document
Ebrahimi, S.H., (2026). Chief executive officer (CEO) systematic beliefs as a continual improvement background supplement for prospering an organization: a non-stop pdca loop. Research Journal of Business and Management (RJBM), 13(1), 19-39.
Permanent link to this document: http://doi.org/10.17261/Pressacademia.2026.2046
Copyright: Published by PressAcademia and limited licensed re-use rights only.

ABSTRACT

Purpose- Nowadays, organizations play a vital and indispensable role around the world in any society. Generally speaking, they are particularly to make products or services for their customers. It is obvious that each organization consists of two main aspects including human resources and physical infrastructure. Human resources would be defined as the soul of each organization for which they are making decisions and more importantly running the strategy. Human resources must be inherently directed and managed to the right course of actions. Additionally, the known and unknown interactions between the human resource's behavior and the manager's beliefs will influence decisions and determine the reflection and satisfaction of human resource motivation. Consequently, top leaders of an organization must be inevitably assured that everything is adequately positioned structurally and behaviorally in a typical organization. In this research, besides the overview of the previous studies, it is intended to offer a novel empirical model for making better sense of the chief executive officer rolefor prospering his/her under controlled organization.

Methodology- The research on which this article is based derives from prior related papers. So, extensive literature research has been done in order to increase our understanding of leadership and systematic belief as well as the relationship between these two concepts.

Findings- The main contribution of this article is to present a dynamic empirical model based on the beliefs of chief executive officer to hatch endlessly different minded attempts for continual improvement. Particularly those skills that persuade the organization as a whole are proposed to manage by chief executive officer for real continual improvement.

Conclusion- Shapeless complexity and system thinking are the two main combined aspects that let us manipulate CEO's beliefs toward the directed goals by an endless improvement paradigm. Contrary to the iceberg model CEOB paradigm attempts to make a mental bridge to show CEO's beliefs which can be seen anytime and anywhere**.**

Keywords: Chief executive officer, leadership, system thinking, complexity, beliefs**.**
JEL Codes: D23, J53, M12

1. INTRODUCTION AND LITRATURE REVIEW

In today's increasingly globalised, chaotic, turmoil of economy and changing world, the main role of a leader is to motivate and inspire people to create, innovate, and contribute their greatest potential to their work, organizations and communities. It has just been decided to discuss the organization which is described as a group of people engaged in a common enterprise (Bennis & Nanus, 1985). Clearly, the chief executive officer, like a leader known as the CEO in the management context, plays the most important role in an organization. According to upper echelons theory, CEOs are explicitly the most powerful and also the main decision makers in their organization, hence their personality, preferences and leadership style will have profound influence on the organization they lead (Hambrick, 2007); Hambrick & Mason, 1984). A key CEO role is to sell the strategy and shape how analysts and shareholders look at the company (Porteret al.,(2004)). The word leadership has been described in terms of the position, personality, responsibility, influence process, instrument to achieve a goal and behaviors (Limsila& Ogunlana, 2007). CEO's influential situation and high ranked position at organization's hierarchy level can provide different kinds of processing the business models in a volatile sophisticated atmosphere. It has been found that the higher one's position in the organization's hierarchy, the greater impact it has on organizational performance (Gerhart & Milkovich, 1988). On the other hand, CEO will specifically manipulate the organization's performance and coach the board of directors who are ultimately responsible for making sure the organization's goals are effective and efficient at the utmost level. Moreover, CEO must sustain the organization's culture, values, performance and his/her leadership system to develop the organization's reputation to keep its position in the front line of competition. Leaders clearly describe the vision of the organization; the values and beliefs that are the foundations for the vision; actively engage employees in discussions and activities promoting et al., (commitment to foundational beliefs,

values, sense of purpose, and desired performance; and depict a future that is credible, realistic, attractive, inspiring, and better than the status quo (O'Connell et al.,(2010)). The CEO is uniquely positioned to ensure that a company's purpose, values, and standards are relevant for the present and future and for the businesses the company is in (Lafley, 2009).Values inform the application of leadership qualities as the competencies of leadership are activated – learned, developed, and practiced within the set of core values (Keyser(2011)). CEOs as leaders are therefore expected to be efficient and effective leaders with significant impact on the performance of the organizations, they lead (Boatright, 2009). Strictly speaking, these are almost an overall view of CEO's functions which cannot be exactly measured or scaled mathematically. It is because it is intended to define some characters combined with complexity and ambiguity features. Leadership performance has always been difficult to measure as objective criteria are often absent (Murensky, 2000). These non-stochastic essences of the problem associated with CEO's performance would lead us to the challenge of how much the extent of CEO's role is and furthermore how can CEO possibly spread out his/her beliefs to the subordinate employees? It is ambiguous to the extent that the role is still uncertain and remains unsubstantiated by empirical research (Edersheim, 2007; Hales, 1986; Lafley, 2009).

More importantly, there is a question left unanswered comprehensively and that is how CEO can overall scrutinize the organization's effectiveness, level of performance and also evaluating board of directors. It seems that this is the bottleneck point when emerging the CEO's role variations. Thus, it should be considered that CEO will have faced uncertainty and hereby he/she morally must have an acumen propensity to feel everything is all in the right positions. About the beliefs, a CEO usually shows his/her opinions as a formal statement in the organization's policy and the associative strategies being related to organization's mission and vision. Beliefs are defined here as understandings about credible relationships between objects, properties, or ideas (Colby, 1973; Sproull, 1981). About the vision, "we think of outstanding achievement. We think of deeply held values that bond achievement. We think of deeply held values that bond people in a society together. We think of audacious, exhilarating goals that galvanize people. We think of something eternal—the underlying reasons for an organization's existence. We think of something that reaches inside us and pulls out our best efforts" (Colins& Porras, Built to Last, p. 475). Although there have been always written smart goals, policies, vision and strategies which compromised with employees, they all have the qualitative aspects in which the flourishing and better performance would correspondingly designate to CEO's role and vice versa the unpleasant and undesirable outcome too. Despite all, the leadership role is believed to be one of the most important roles of a CEO with a reach that spans all other roles. This belief makes a brief description of leadership theories necessary for informing research on CEOs (Goleman et al.,2002; Mintzberg, 1973; Steiner et al.,1981). Generally, leadership as a key-term in managerial contexts is apparently stated due to directing a group towards a goal. This group can be called manpower in an organization. Manpower is the most strategic factor in increasing the efficiency and the level of development in organizations (Koc, 2010; Alavi et al.,2013); Koc et al.,2014).

Thus, there are several vital concepts ontologically shaped in directing an organization as a whole system to work for identifying goals. These concepts can comprise leadership styles, making strategies, creating values, organization's culture, organization's structure, organizational commitment and many other related topics. All these already mentioned words are inherently based on the CEO's vision and the way of strategic thinking. Specifically, a top manager of an organization known as a CEO will have major responsibility to settle down all things needed to implement effective tactics to meet the organization's mission. Bennis has said that "leadership is the capacity to translate vision into reality"(1991:34). Moreover, it is also confirmed that the mental attitude or the thinking approach of a CEO has an overwhelmingly inspiring effect on organization's employees. Inspiration is defined as inspiring and empowering employees to enthusiastically accept and pursue the CEO's challenging strategic goals and the organization's mission. Besides, an attitude is a psychological state of mind. It is the way a person thinks about situations, and it ultimately determines a person's behavior. Briefly speaking, an effective organization requires both tactical and strategic thinking as well as cultural building by its leaders. As a matter of fact, from what makes sense that attitudes and beliefs would guide behavior and if it is going to tend to assume that people behave according to their attitudes then CEO's beliefs shape the realities which contribute to organization's performance. Consequently, leadership is a belief which is mainly connected to CEO's role of management. Actually, organization's vision model gets its roots from the top manager's beliefs. This issue may also be taken into account the stimulus of much research which has been done about the leadership aspects, the leader's style of management and the manager's beliefs. In fact, there are now too many studies which investigate and discussed around the different features of management ideas and either the relationship studies among the impact of organizational beliefs and managerial vision. Donaldson & Lorsch (1983) by their extensive research revealed that 'beliefs and corporate strategy are closely intertwined. Bennis& Nanus (1985); Tichy& Devanna (1986); House (1977); and Burns (1978), when they worked on different aspects of leadership, were the first authors who really focused on managerial vision. Besides, there are several practical analyses which have resulted in that CEO's vision is the key to leadership (Korn & Ferry, 1989; Robertson & Walt, 1999). Moreover, there are also some empirical contributions on proofing the positive effects of vision on venture growth (Baum, Locke & Kirkpatrick, 1998). Furthermore, there has also been some structural research specially focusing on the effects of leadership visions with business growth and organization's performance. Barling et al., (1996) and Howell & Avolio (1993) explored the significant relationships between leadership styles and business performance of an organization. Some other investigators have reported suggestions about how the leaders shall share their points of view and beliefs stated in organization's vision to followers. House

(1977) stresses that leaders who communicate and make links their vision to employees would affect the organization's outcomes. Bennis & Nanus (1985) argued the significance of accepting and supporting the organization's vision by communicating it by leaders in a variety of ways, both in writing and orally. Bass (1985) and Tichy& Devanna (1986) expressed about the importance of the leader's vision which must be communicated with all staff through some speeches or pep talks. Kouzes & Posner (1987) also talked about vision communication all over the organization in order to convince all people to support it. About the inevitable influence of CEO's beliefs on firm's strategies, there has been correspondent research made by Day & Lord (1992); Priem (1994); Thomas et al., (1993). They all strongly verified that CEO's beliefs have substantial effects on strategic plans and actions. Additionally, there are many studies in which the effect of CEO's beliefs on strategic processes has been tested before. Earlier in time, Hage & Dewar (1972) declared that CEOs who believed in the value of change management would cause the organization to be more innovative. Narayanan & Fahey (1990) also found relevantly that CEO's beliefs concerning which factors might affect sales and profits would be different in a successful and unsuccessful manufacturing firm of the same industry. Besides there are other past studies done by D'Aveni& MacMillan (1990); Fiol (1989); Gioia &Chittipeddi (1991); Priem (1994) and Walsh et al., (1988) that connect the CEO's beliefs to organizational processes. Particularly, Walsh (1995) discussed the influence of CEO's beliefs on organizational processes. If it is overall looked attentively at the factors impacting on CEO's beliefs, then there can be some systematic investigations found in which those factors have been discussed by Ginsberg (1989) ; Gray et al.,(1985); Hambrick & Mason(1984) and Harris (1994).These studies dedicated to empirically getting closer approach to factors influencing the CEO's beliefs were followed by Hambrick et al.,(1993); Hauenstein & Foti (1989); Ireland et al.,(1987); Lurigio& Carroll(1985); Markoczy (1997); Stewart & Latham (1980); Walker(1985); Walsh(1988).Added support for the importance of leader's belief comes from Chattopadhyay et al.,(1999). In distinguishable research they focused vastly on the determinants of the executive beliefs. They psychologically proposed a more comprehensive analysis to compare the validity of two sets of arguments about the determinants of CEO's beliefs regarding factors affecting organizational effectiveness. Methodologically, in their work, some hypothesis about the strength of relationship between the beliefs of same positioned executives and further the relationship between the CEO's beliefs and their functional background have been tested.

Thus far, to assess the previous studies mentioned clearly, they were all examining the inclination and covariance propensity argument of CEO's beliefs due to organizational performance, management styles, organizational effectiveness, organization's strategic plan and business growth. Emphatically, they documented significant correlations between leadership's belief facets and organizational functions. Now, it is time to purposefully review the studies for which the CEO's beliefs are behaviorally related to different features of organizational functions. One of the most profound investigations has been done by Van den Steen (2001). He applied a distinct approach to the interaction between managerial vision and organizational performance. He specially exploited a game model to evaluate the profitability of vision in an economic paradigm. Vision, in his paper, is defined operationally as a very strong belief by the manager about the future and about the right course of employee actions and the manager's decisions to pay the wages. The basic constituent part of his model is the presence of uncertainty about which organization's projects will be economically successful and generate revenue for the firm. Finally, the analysis proofs that the CEO's vision and the employee's beliefs play an economically valuable role in the firm's outcome. In another work, Baum et al., 1998 reported a positive effect of CEO's vision and beliefs on venture growth of an organization. About the CEO's vision communication, there are some studies which stressed the importance of communicating the vision. Conger & Kanungo (1987) as well as Locke et al., (1991) in similar works, pointed out that leaders should deploy both their personal communication skills, including speaking as well as listening skills, to articulate the vision to followers in an organization. Finally, if it is considered an organization as such representation as a complex social system, then there have been many substantial bodies of research emphasizing the importance of system approach applying in an organizational context. Fundamentally, this conceptual approach has originated from situation in which the organizations are today characterized by a high level of complexity both structural and of the organizational behavior just associated with those people who have interactions in such an intricate structure. The main founders of systematic methodology used in management science, Forrester (1975); Ackoff(1999); Senge (1990), (2003)) look attentively at organizations as an open socio-cultural system. Churchmann (1979); Checkland (1981); Warren (2000); Capra (2002) and Laszlo (2002) also used the system to think practical values in management studies. Other principles, such as Haines (1998); Richmond (2001); Gharajedaghi (2006) established new methods to implement the system thinking laws in management processes. Richmond (2001) in his meticulous book, defined thinking as consisting of two activities: constructing mental models and then simulating them in order to draw conclusions and make decisions. He then tried to present some detailed mental models to show the constructing and simulating phases of system thinking at learning process. Gharajedaghi (2006) discussed the three models to successively convey the understanding of organizational nature from a mindless mechanical tool to a uni-minded biological being and, finally, to a multi-minded organized complexity. Specifically, the systems for which he analyzed methodically are information bonded. Palaima &Skarzauskiene (2010) in empirical research revealed and delineated that the various dimensions of system thinking have statistically the most important effect on the top executive's performance, especially in the industrial organizations.

More importantly, in today's highly interconnected, volatile, and technology-driven environment, organizations face unprecedented levels of uncertainty and turmoil, competitive pressure, and socio-technical complexity. As firms operate in global

ecosystems marked by rapid digital transformation, geopolitical turbulence, and shifting workforce expectations, the role of organizational leadership particularly the Chief Executive Officer (CEO) has become increasingly consequential. Modern organizations are no longer defined solely by their structures, strategies, or resources, but by the behaviors, beliefs, and cognitive orientations of the individuals who guide them (Zhu et al.,2020). Consequently, the CEO, who stands at the apex of the strategic leadership hierarchy, plays a uniquely influential role in shaping organizational direction, culture, adaptability, and long-term performance.

Building upon the foundations of upper echelons theory, recent research continues to confirm that CEOs' psychological traits, values, and belief systems systematically influence organizational outcomes (Wang et al.,2021). CEO cognition—including how leaders interpret environmental cues, prioritize strategic issues, and frame organizational challenges—has been identified as a major determinant of strategic actions, innovation capabilities, sustainability initiatives, and stakeholder relationships (Li et al.,2022). As CEOs are expected to navigate complex environments, their ability to articulate a credible strategic vision and inspire diverse stakeholders remains essential for collective alignment and organizational resilience (Cao et al.,2023).

Leadership today is widely recognized not merely as a positional authority but as a dynamic influence process grounded in shared values, relational engagement, and emergent sense-making. Recent work shows that effective CEOs deliberately foster meaning, purpose, and psychological coherence across the organization, reinforcing cultural norms and shared mental models that sustain performance (Hannah et al.,2021). These leaders integrate emotional intelligence, authenticity, and value-driven decision-making to cultivate environments that motivate employees and enhance commitment, creativity, and well-being (Newman et al.,(2023)). As organizations become more people-centric, human beliefs and values exert a stronger influence on collective behavior and strategic execution.

At the same time, measuring CEO performance remains inherently challenging. Newer empirical studies highlight the difficulty in capturing the qualitative and intangible nature of leadership influence, especially as CEO behaviors increasingly interact with multifaceted organizational systems (Javed et al.,2022). Research continues to show that many aspects of CEO impact, including belief transmission, cultural imprinting, strategic framing, and systems leadership—cannot be fully quantified, yet they remain crucial for organizational success. The ambiguity surrounding CEO effect size persists, but evidence increasingly points to the significant role of CEO beliefs in shaping organizational trajectories, particularly in turbulent environments (Zhang & Zhu, 2023).

CEO beliefs are now understood as cognitive schemas that guide interpretations of organizational challenges, influence risk-taking tendencies, and shape strategic preferences. Beliefs act as mental models through which leaders define success, allocate resources, communicate priorities, and set behavioral expectations for employees. Recent studies show that CEO belief systems strongly influence organizational learning, digital transformation, sustainability orientation, and the adoption of innovative practices (Crilly et al., (2022)). In many cases, the clarity and communicability of the CEO's vision determine whether employees internalize strategic objectives and engage in synergistic behaviors that support high-level goals (Berson & Peiró, 2020).

From a systems perspective, leading organizations are increasingly described as complex adaptive systems whose performance depends on continuous alignment among interdependent components—people, processes, technology, and culture. Contemporary systems thinking research emphasizes the CEO's role in navigating nonlinear interactions, fostering organizational learning, and creating conditions that sustain adaptability and resilience (Dyer & Ericksen, 2021). As environmental complexity escalates, system thinking has emerged as a core leadership capability allowing CEOs to understand whole-system dynamics, identify leverage points, and foster self-reinforcing improvements throughout the organization (Haque & Aston, 2022).

Despite extensive work on leadership, CEO beliefs, and organizational systems, recent scholars note that little attention has been given to how CEOs can behaviorally transmit their beliefs throughout the organization in a consistent and systematic manner. Specifically, the question of how CEO beliefs can be operationalized as a continuous, organization-wide improvement mechanism remains insufficiently explored. Much of the current literature identifies the importance of CEO cognition but does not provide a behavioral model describing how these beliefs can be embedded into the organizational context, sensed by employees, and manifested in everyday decision-making.

This gap motivates the present study, which seeks to develop a conceptual framework that links CEO systematic beliefs with continuous organizational improvement. As organizations increasingly require leaders who can shape meaning, manage complexity, and catalyze adaptive behaviors, it becomes essential to articulate a mechanism through which CEO beliefs can permeate organizational systems. This study therefore proposes a dynamic, process-based model—rooted in systems thinking and continuous improvement—to illustrate how CEO beliefs can function as an ever-present, guiding force throughout the organizational environment.

In sum, as previously mentioned, the influence of leadership way of thinking, CEO's values and beliefs has been widely applied and validated in past research. Moreover, since they are nearly all studies which are emphasizing to indicate the factors determining the multi-dimensions features of executives' beliefs; certainly, they ultimately will strengthen our base knowledge

whilst erupting the aspiration that goes for further investigations. But thoughtfully, there was no evidence showing how the CEO's behavioral attempts can pave the way which may retain all the organization non conflicting goals systematically. In case of this point of view, it is now proposed to a new study about how CEO's systematic belief might influence employee behavior and how leadership values will go thoroughly into the organization atmosphere to liquefy and be pandemic material everywhere and every time.

2.METHODOLOGY, STUDY PURPOSE AND SIGNIFICANCE

The research on which this article is based derives from prior related papers. So, extensive literature research has been done in order to increase our understanding of leadership and systematic belief as well as the relationship between these two concepts.

The context of the world in which people do manage an organization has changed dramatically, thus something is left with a substantial gap in our theory about the CEO's beliefs of how to direct and how to spend his/her time. Hambrick & Finkelstein (1987) theorized that many chief executives do not have a great deal of direct control over broad organizational features such as organizational culture. Moreover, it is also being a problematic issue that how CEO's may feel to generalize his/her visions along with the organization's staff. Perhaps, there is almost a dispute about what model rhetorically reflects the meaningful alignment between the top senior management role of behavior exerting on the organization and way of employee's performance. Since it has been intentionally interested in the link between CEO's beliefs and organization's propensity to thrive, the leader's beliefs about how they will contribute to their leadership and also influence the organization's performance will be elicited. The primary impetus for this interest is to commence a real-practical paradigm for sketching some procedural manifest in order to smoothly make that CEO's systematic beliefs and his/her vision liquefy everywhere and every time in an organization. Besides, in authentic material, Ospina & Sorenson (2007) viewed leadership as a dynamic, collective and community-based achievement. These core foundations would be predominant and prevailing assumptions and a conceptual entity by which the existing investigation is rested on.

3.THE LEADERSHIP'SBELIEFS, CEO's VALUES AND SYSTEM THINKING APPROACH TO DESIGN A SHAPELESS PROCESS OF CEOB

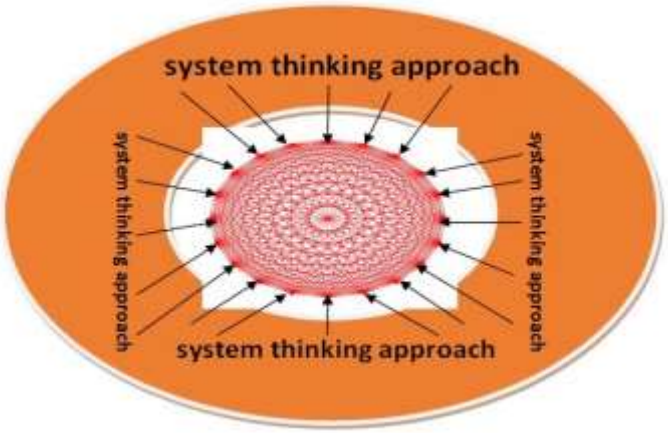
A person's value set includes his or her beliefs regarding acceptable modes of conduct in particular situations, acting as principles which guide behaviors. A CEO's values and beliefs set the stage for the culture of the organization, which in turn influences its growth, efficiency, and member behavior. Through the strategic decisions they make, CEOs impress their values and beliefs upon the culture of the organization. On the other hand, it is required that the CEO's in such an organization of nonlinear dynamic complexity to be system thinker for making effective decisions (Sterman, 2000). This main issue distinguishably inherits from transferring the organization as a mechanical machine paradigm to the ones as a biological model, even the socio-cultural models. This point of view originated and got its roots from the system theory described by Ludwig von Bertalanffy (1969). The primary goal in developing systems theory was to provide a useful framework for describing a broad range of systems using the same terminology, in contrast to existing discipline-specific systems models in biology, engineering, and psychology (Bertalanffy, 1940). System thinking involves a broader view, looking at larger numbers of interactions and that creates a better understanding of the big picture (Ackoff, 1999). The systems thinking concept is based on the systems philosophy and states that any human activity is open systems affected by the environment (Vickers, 1970). As a matter of fact, it is emphasized that the system's thinking view is necessary to be able to understand the dynamic complexity of social systems (Senge, 2007). Systems thinking is a discipline for watching the structure that underlies complex situations, and for discerning high from low leverage change (Sterman, 2000). System thinking is a framework for seeing interrelationships rather than things, for seeing patterns of change rather than static "snapshots" (Senge, 1990).

Thus, from theoretical insights, it would rather be perceived and confirmed that system thinking is a crucial strategic problem of an organization. So, accordingly it can be helpful applying the system thinking approach and its implications towards our understanding of organization environment. It is moreover appointed system thinking a new way to create strategies, problem solving and find leverage points –always keeping the outcome/vision/goal in mind and a better approach for integrating new ideas within the system context (Warren, 2000). Empirically, CEOs must manage all the variables correspondent to environment of organization, especially the more often complicated changes which can be placed together and design the processes that tolerate all functions inside and outside the organization performance. Although, adopting to all these actions and reactions just made by CEOs are based on the CEO's belief dimensions which are prominently displayed in vision context of an organization and various way of thinking alongside the structural maturity of an organization. However, mathematical pervasive approach to complete understanding of human views and attitudes related to beliefs is so vague but there have been many recognizable models showing the constructing conceptual components of CEO's belief and system thinking arrangements affecting leadership performance. Palaima & Skarzauskiene (2010) according to the pertinent studies of such preceding dominant researchers, modeled the system thinking as a cognitive intelligence competence into six subsystems. Their work results is most effective, particularly for the section of manufacturing industry as well. Particularly, system thinking is one of the most important

components in Senge's original and formulation of the learning organization (Senge (2003)). He profoundly coordinated five disciplines for defining a learning organization. His proposed model consists of mental models, personal mastery, team learning, shared vision and systems thinking. Moreover, it should be paid attention that in Senge's work, system thinking is the cornerstone of the learning organization which must be further supported by shared vision to develop a common sense of top manager's beliefs and directions (Senge, 2003). Furthermore, Plattner et al., (2014); McGowan (2014); Viswanathan & Linsey (2014); Davidz& Nightingale (2008) highlighted the usefulness of system thinking frameworks for anticipating the emergent features of organizations. Zydziunaite (2018) gathered all the leadership values that have been discussed and researched by some authors. Respect, making difference, integrity, authenticity, courage and so on are the main dimensions which are addressed in this work. In another study, Daskal (2016) thought about the 21 core beliefs as the foundations of leadership that are in shared with all different societies or cultures. Leading by example, Balancing vision and execution, showing respect, accepting accountability, committing to courage and etc. are the certain beliefs which she believed on them for making greater leadership.

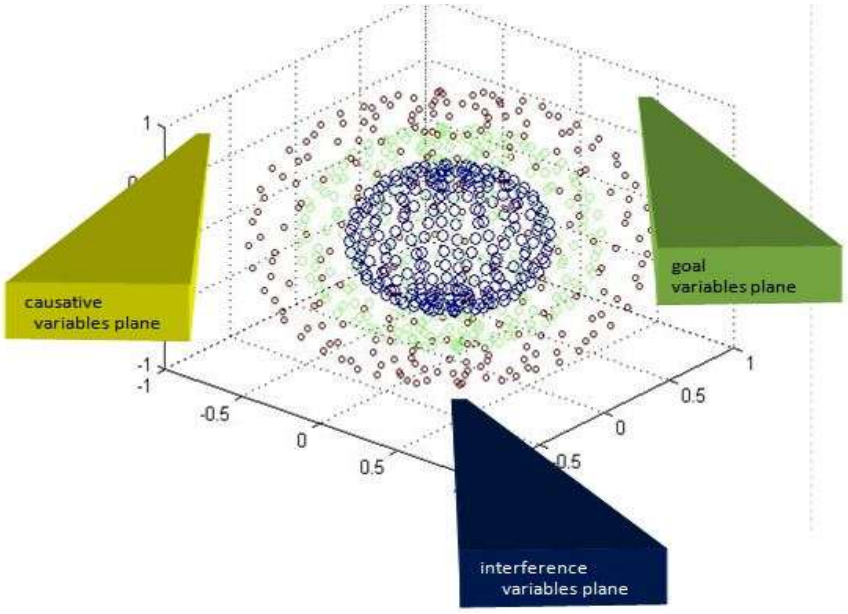
To be more exactly detailed in the various form of the previous models of leadership way of thinking, CEO's values, thinking dimensions affecting on organization's performance, business model ,culture and also significance of system thinking, it could be resulted that practical usage of system thinking or the top leader's values actually depends on what space does it want to apply. More specifically, organizations are now continuously facing new regulations challenging their business model globally while the external changes are further exerting complexity due to their basic visions and also somewhere to some extent contradicting their business strategies. Thus, system thinking as a perspective application pursues us to modify and develop a better understanding of those complexities around any organization. Ascher (2001) defines complexity as the multiplicity of interconnected relationships and levels. He suggested that the two fundamental characteristics which so often attributed to complexity are emergence and nonlinearity. Generally, organizations as an interconnected sub-part, are functioning in the state of being situated in order and out of order conditions blended with complexity forced by internal and external powers. Of course, it is meant the complexity which is accompanied by organizations as the social complexity whereas ontologically system thinking is going to make set of orders in an ambiguity atmosphere. Organizational complexity drives system resilience, or the capacity to adjust to shifting external conditions or internal feedback (Holling & Gunderson, 2002). Concerning these definitions of complexity, it would be so useful to get the system thinking advantages to better manipulating and manifestation of organizational events. Besides, system thinking values and the beliefs and attitudes towards the organization's business model defined by CEO can provide a new face background of managing an organization as a module. In this useful state of the art, you can imagine everything for being tested or practically examined around the organization's context. For clarification of the matter being argued here, let's imagine an spherical space scheme (Figure 1) that stands for a typical organization bursting with too much interconnected linkages between internal and external variables.

Figure 1: Spherical Space Scheme for Organization's Linkages of Variables being Viewed by System Thinking Approach



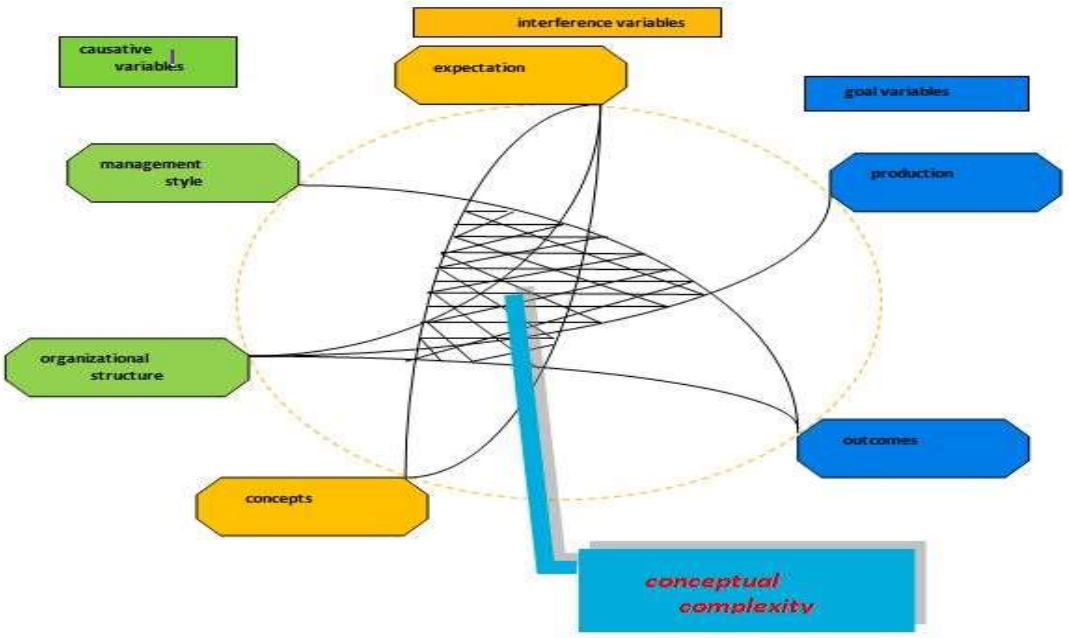
Experimentally while the various models erupted in different varying aspects of factors relevant to the organization's nature and its functions are being investigated, the more complicated situations that emerged. Indeed, as a common sense, most of those twisted factors are such a behavioral influential element. As an example, when the Likert's leading style model is considered to check the significance of three-dimensional factors and besides interpreting their correlations, it would be the proposed conditions being discussed. In this circumstance, there would be too many hypothetical routes that could be imagined reflecting the goal variables just being affected by casual variables. It is because, regarding the model there can be plenty of bands by those factors which are marked as points (Figure 2).

Figure 2: Likert's Three Variables Causation, Interference, and the Goal



On the other hand, on the other hand, in this space there are too many trajectories imagined fostering childish facts or thoughts towards the organization's interests. Making it more comprehensible, there has been a graphical diagram (Figure 3) plotted for showing the typical connecting paths among the Likert's model variables.

Figure 1: Shapeless Complexity Derived When Involving Systematic Approach to Organization.



As identified in Figure 3, the causative variables are likely to affect the goal variables, but these courses of actions are being distorted by interference variables which form the non-shaped intersections (meshed section in Figure 3). Inferring from what has been stated here and being linked to our proposal description of COE's beliefs and values, it is compromised that there are too many routes to use system thinking space, especially the one used here which will be discussed ahead. Consequently, there can be a shapeless paradigm, but undoubtedly its limitations and achievable boundary regarding organization environment is

certainly clear. And additionally, system thinking nowadays becomes an engineering approach emerging the interpreting of difficulties around the complexities adhered to such multiple interconnected parts just like an organization. System thinking engineering grew in response to the increased size, complexity of systems, environmental changing and making vital innovations for surviving any multipart creature. This would be the philosophy of what is considered the non-shape form of system thinking along side of complexity. Establishing a more practical and applicable connection between the CEO's values and beliefs and organization's prosperity is one of those challenging trajectories in our space of system thinking. Briefly, system thinking as scientific paradigm provides us to check the complexity which has no shape or formalized form. Although fundamentally, rush change and innovation are the two important features of the space of which is irregular just like a gum being chewed repeatedly. As a result, our non-impediment developing journey to definitely transect exactly the nature of CEO's belief to just like a dynamic process must be therefore progressed. Henceforth, in this paper, the CEO's belief would be known as a contraction form of CEOB. Finally, the following facts are logically extracted which is the foundation of the other part of this study:

"*System thinking like the special doctoring and beliefs in general, is the manager who drives the social processes blended with shapeless complexity* ".

4. PROCESS OF CEOB AND SETTLING IT DOWN IN ORGANIZATION CONTEXT

One of the ways to improve the quality of results of an activity is to enhance the quality of thinking: how you think is how you act, is how you are (Haines, 1998). Consequently, bearing in mind the contextual considerations, it has been decided to use the system thinking framework as a comprehensive and an intelligible means for accomplishing our underlying study herein. More exactly, it is proposed to make a belief system as an ideological infrastructure to set some principles that helps CEO to interpret his/her everyday realities and behavioral attempts of the board of organization's directors.

4.1. Designing Multiplex Activities

4.1.1. Minded Bubble then First-the First (Basic Managerial Skill)

For the importance of managerial skills, it can be at first suggested to make a bilateral practical activity aiming to management skills by a predefined scenario. Actually, it isn't something overwhelmingly strange material. But first by providing a questioner, it would be asked by all board of directors what their reactions are if they are going to play the leadership role confronting to all circumstances associated with the organization management. It may be delivered to some extent as unexpected issue; however, it can be at least a challenge whatsoever that gives us a valuable chance to get their attitudes around the managing role. Second, the board of directors are ordered to freely outline the main projects of organization just declared by CEO. In this part, free handling of project manipulation has been considered. Finally, as a role play, they are asked to turn as a CEO in real conditions in an office to handle all processes associated with organization's affairs, controlling tasks and making decisions. In this activity as a work-test, the two basic management theories are hidden as the foundations of the proposed function. According to Robert Katz's theory (Katz (1955)) the three basic types of management skills are implicitly being tested in this part of action. Knowledge of using a variety of plausible techniques to achieve the organization's objectives, the knowledge and ability of how to formulate some ideas, presenting creative solutions and the skill of humanitarian interpersonal management are some fields of interests that can be derived exactly. The other fundamentally important theory, which is being examined here latently, is the famous theory of Parkinson. A rule of thumb which states that “work expands so as to fill the time available for its completion” (Parkinson (1955)). Proactively, if each one of the board of directors is picked up to manage the organization, then her/his desire to plan and outline all the projects on their own authority would be grasped. Consequently, task timing, daily schedule, being agile in real conditions, self-efficiency and creativity engaging to break down his/her tasks, job assignments to employees are now being challenged particularly when they are overlapping to some extent for some functions which are being run.

4.1.2. Minded Bubble then First-the Second (Agility)

In another one adventurous contemplated try, there is a practicable and feasible test which is designed to examine closely the agility of reactions of board of directors. Specially, in accordant to CEO's predefined programs there have been periodically planned the routine major activities to be announced in public meetings. Usually, these public meetings are held predictably due to a time known algorithm. This phase of the test is so clear for all the staff of organization. It is an aforethought and intentional command that shows the authority aspect of CEOs. At the same time, it may be supposed to hold some meetings as immediate summons and masse. Here, chaos theory would be the core rule which this test is based on. Chaos theory, which is the study of nonlinear dynamic systems, promises to be a useful conceptual framework that reconciles the essential unpredictability of industries with the emergence of distinctive patterns (Cartwright (1991)). Basically, it is meant by chaos that CEOs should hold some organization's official meetings without them calling attention. Thus, the unpredictable behaviors of all board of directors and particularly the effect of random changes on their decision making would be monitored.

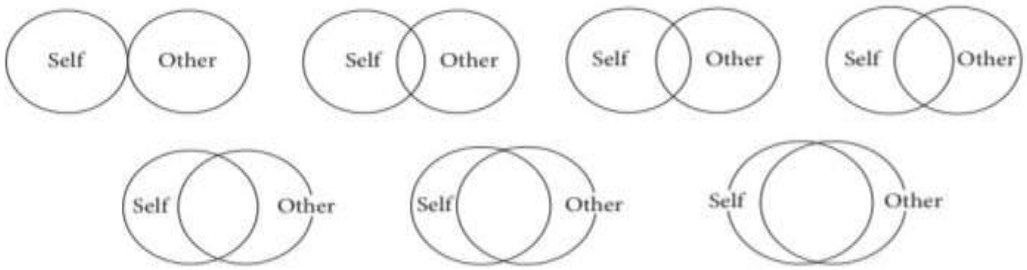
4.1.3. Minded Bubble then First-the Third (Collaboration Skill)

Furthermore, having perception of fact that a well-run communications digital system keeps the workplace more efficient by providing fast correspondence and aiding in the decision-making process by offering easy access to relevant information. In the other part of our work test, it must be agreed for a while to disconnect all the instance digital messaging inside the organization only for the board of all directors. Meanwhile, it would be the time during which all actions and necessary related functions shall be done just by face-to-face meetings between the board of internal directors. Ensuring that all parts of the organization are functioning cohesively, determining how well information is linguistically shared throughout the board of directors, communication and interpersonal skills of how well outlined procedures determined by CEO are the proposed issues related to this point of view. Additionally, according to Tuckman's teamwork theory, the interpersonal or group structure, and the task activity would be the commonly known features which can be assessed during the period of digital system disconnection (Tuckman & Jensen (1977)). Team development, and the alignment of decisions made by all board of directors on the same problem, help the CEOs to understand how teams evolve in the organization.

4.1.4. Minded Bubble then First-the Forth (Homomorphism of Actions)

As for the other work test, it can be decided to persuade CEO to suddenly attend the internal sub-department daily, weekly or monthly meetings on purpose. Board of directors of a company or an organization have their own meetings with the staff of their sub-controlled department. They have been usually planning the activities, projects, allocating jobs to the right personnel and getting the daily or weekly reports. Moreover, they are always monitoring the performance of employees who are doing their duties. Besides, they can get feedback data of which needed to complete the designated jobs on time. Sometimes at these meetings, they give important advice on how to achieve work on time. Although, having determined all the material, monetary, informational resources, it may be required to use the legal authority of board of directors to make some adequate preparation or arrangement for jobs to be sooner done. CEOs, of course, have a great deal of help and resources at their disposal (Porter &Nohria, 2018). The board of directors of a company has three main functions: monitoring, advising and contracting. It has legal authority to ratify and monitor managerial initiatives, evaluate the performance of top managers, and reward or penalize that performance (Fama & Jensen (1983a), (1983b)). Empirically, every director has his/her own way of dealing with the problems, managerial method, strategic way of manipulating works, interpersonal behavior, work commitment level and indispensably significant values. All these vital features can be inspected overall while CEO attends simultaneously at meetings held by every director. A straightforward way to partially identify director behavior and work effort is to investigate their board meeting attendance (Chou, Li & Yin (2010)). Hence, to our knowledge, CEO’s decision to attend unexpectedly at those meetings just held by each director is proposed to increase his/her understanding of each director's functional performance one by one. As a matter of fact, the main principle governing this work test is the theoretical approach of the inclusion of others in the self-expansion model (IOS scale) that suggested by Aronet al., (1992). About the Aron's model, it is fundamentally conceptualized on the cognition process. There are two distinguishing aspects of psychological subjective experiences in IOS scale. They are as the closeness and experiencing other’s outcomes and responses as one’s own. Moreover, the basic fact in the IOS scale is the notion that in a close relationship the other becomes "included in the self" (Aronet al., (2013)). When we include another person in the self, our cognitive construction of the other overlaps with (or shares activation potential with) our cognitive construction of the self (Aronet al., (1991)). Thus, to the extent we include another in the self, we take on the resources, perspectives, and identities of that person, and we share that person’s outcomes. The other person then informs who we are, enhances the tools we feel we have at our disposal, shapes how we see the world, and affects the costs and benefits we perceive ourselves to incur (Aron et al. (2013)). An inspired contribution to this model, it would be imagined that CEO (as self-circle) attending at director's meeting (as other circle) with his/her employee gradually improve the overlapping point of views discussed about the organization's goals. Aron et al. (2013) proposed that these metaphors of circles as a cultural community or as social environment overlaps slightly more than the preceding pair (figure 4). Typically, these metaphoric circles could be addressed as some important features regarded by top leaders (like a CEO) and some features showing the employee’s goals. Consequently, CEO's attending those meetings mentioned and summons would cause better understanding of what is happening at the lower level of organization structure.

Figure 2: The Inclusion of Other in the Self Scale

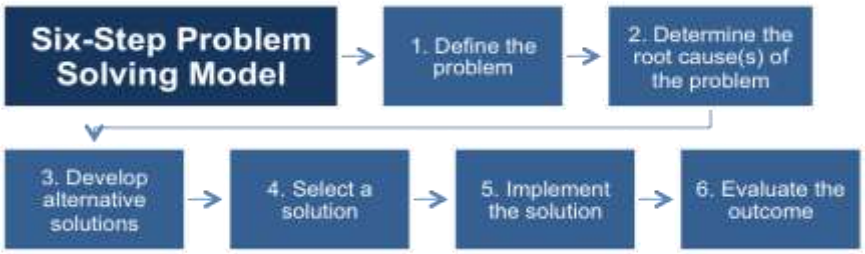


Source: Aron, A., Aron, E. N., & Smollan, D. (1992).

4.1.5. Minded Bubble then First-the Fifth (Problem Solving Skill)

The other way to make rich our program of work-test would be to get comprehension understanding of each director's problem-solving methods and presenting some alternative scenarios for those situations which happened before. It is meant the previous events which were critical or even catastrophic for the organization's performance and its resource management as well. Particularly, the problem-solving skill as a crucial role for leaders to take on would be our interest in offering this work-test. Every director, as a leader, needs to approach problem solving as an opportunity in a non-active situation to challenge himself/herself. The hidden idea about this approach is about director's striving to practice eliminating the barriers that can delay his/her managerial progress throughout a career. Additionally, the background philosophy of problem solving here is based on Karl Popper's approach (Popper, 1999) of problem solving. He eloquently stated, "All life is problem solving". leaders along with all staff are living in organizations. Thus, problems exist everywhere and every time. So, problems occur in every organization. Furthermore, as a best practice, Liker suggested 4P model of Toyota corporation way which is depicted on (Liker, 2003). In his suggested model, Liker says "employees always look for ways to solve various problems of the company, which implies constant self-improvement and learning". Therefore, according to the six-step problem solving model (figure 5), problem solving practices can improve the director's ability to analyze, making some solutions, root cause analysis, diagnose and deal with problems effectively. More briefly, Learning, brainstorming, time management and creativity are the major results of this work-test.

Figure 3: The Six-Step Problem Solving



Source:www.free-management-ebooks.com/six-step-problem-solving-model

4.1.6. Minded Bubble then First-the Sixth (Holographic Approach)

In another distinct way, a work-test is purposed in order to check the holographic leadership's skill of each director and the holographic paradigm of the whole organization. So, it may be allowed to abandon some directors attending on their offices. Then, the excluding director's functions and assigned activities which outlined by CEO are designated to one of directors left in organization. As a matter of fact, in this plan, it is deliberately intended to examine whether it is possible to see and find the holographic characteristics of our organization. Being more precise, it would be accurately expected to seek the organization as a whole into such smaller parts which can regenerate the entire image of the same organization. On the other hand, as can be perceived, integrity will be the most significant factor that holography is trying to implement in such a complicated organization. Practically, when a nominated director is to be appointed to get the position of another director, then he/she presumably will share his/her assumptions, values, beliefs, and attitudes to the new situation. Therefore, the staff who are pushed into a specified position should cope with new official values, beliefs and probably new expectations. Having got feedback from those foregoing mentioned staff, will apparently appear the contradictions of the attitudes, visions and beliefs of the two directors who are playing in this scenario. Fundamentally, holographic structure has originated from the capability of human brain to fully function

even if some parts of it have been removed. This great idea was first described and developed by neuroscientist Pribram (1977). He has argued that in a hologram paradigm like the human brain, any part of the hologram with sufficient size contains the whole of the stored information. Correspondingly, in a typical organization, while picking up a sub-department as a minor part, it must stand for the whole organization. In summary, it substantially means that every part and even every individual regardless of his/her position must reflect the same beliefs, visions and values of the whole organization in their behavior and work responsibilities. This work test can be justified in another form of approach and that is to be applied to shape up holographic leadership. Byars (2008) by just reviewing all related ideas about holographic leadership suggested a new heart-mind model which is founded of physiological coherence and psychological balance. She was really making efforts to propose a coherent group dynamic towards holographic leadership. She also concluded that holographic leadership is part of evolutionary learning for leaders for holding the environment of an organization through a coherent physiological state, with integrity of action. Eventually, gradually practicing of this work-test would proclaim making an organization a coherent environment with uniformly dispersed values and beliefs.

4.1.7. Minded Bubble then First-the Seventh (Teamwork Ability)

It is going to moreover suggest having set some hours of a week to devote themselves to practical games like a workshop for organization leaders or all directors. Indeed, there is considered to arrange and coordinate teamwork plays to develop the team working skills at an unofficial space of the organization. Vividly speaking, here it is going to offer team building exercises for improving communication, morale, motivation, settling common goals, self-confidence and productivity of directors. Basically, it is purposefully intended to better enhance the team cohesiveness of organization's main directors. Usually, CEO rely upon on his/her board of directors who have been teamed up and committed to move simultaneously in a direction which guarantees the organization's mission effectively. Thus, teamwork would be signified as work must be done through a whole kind of employee. Kirkman (2000) defines a work team as a group of individuals working interdependently toward common goals and whose members are mutually accountable for task accomplishment. A work group is made up of individuals who see themselves, and who are seen by others, as a social entity, who are interdependent because of the tasks they perform as members of a group, who are embedded in one or more larger social systems and who perform tasks that affect others (Guzzo, & Dickson(1996)). Robbins (2000) describes a work team as a group whose individual efforts result in a performance that is greater than the sum of the individual inputs. So, higher performance of teamwork, the better the organization's goals are. In this sense, teamwork games could be inevitably beneficial to strengthening the capabilities of collaboration. Generally, there are many games that can be found at https://blog.cake.hr/top-50-team-building-games-employees-love-play.

4.1.8. Minded Bubble then First-the Eight (Momentum Exciter)

Additionally, it can be decided challengingly to speak up an appealing call attention to a big and inspiring decision all over the organization context. It would be just about the notified issue of it. " It is resolved that you may be nominated as a leader/CEO and play his/her role of actions and duties tomorrow ". It is really by the first notion targeted to evoke an enormous attention paid to the CEO's distinguished and unique work. If it is believed that people working at all levels of organizational structure are most valuable assets, then it will be desirable and very attractive to have each employee acting and thinking like a leader. Logically, higher sensing of each employee's understanding of the mission, vision and values of company and firm and acting more likely to CEO's managing behaviors than higher synergy is attainable. Of course, the term "act and think like a leader" is borrowed from the grand Ibarra's work (2015) who wrote the book "Act Like a Leader, Think Like a Leader". Her main research focuses on how people come to see and define themselves as leaders. "When we act like a leader by proposing new ideas, making contributions outside our area of expertise, or connecting people and resources to a worthwhile goal (to cite just a few examples), people see us behaving as leaders and confirm as much. The social recognition and the reputation that develop over time with repeated demonstrations of leadership create conditions for what psychologists' call internalizing a leadership identity—coming to see oneself as a leader and seizing more opportunities to behave accordingly" (Ibarra (2015), Act Like a Leader, Think Like a Leader, p.4). Applying this cyclic approach named as "outsight principle" (Ibarra(2015), Act Like a Leader, Think Like a Leader, p.4) especially towards the board of directors will bring them an opportunity to see themselves into a challenging environment while experiencing new ways of thinking about the values or strategies and reshaping what each director can do. "The principle holds that the only way to think like a leader is to first act: to plunge yourself into new projects and activities, interact with very different kinds of people, and experiment with unfamiliar ways of getting things done. Moreover, it does help directors as the internal leader to learn about themselves and broaden their knowledge of potentiality to play as a CEO. This knowledge can only come about when you do new things and work with new and different people. You don't unearth your true self; it emerges from what you do" (Drucker (1994)). So, implementing this overwhelming procedure will result in finding some vital propositions and evidence which reflect the gap between the CEO's values and visions and his/her board of directors practically. Besides, making use of this notion according to Drucker's theory of the business (Drucker (1994)), a CEO can investigate about the synchronization of what he/she believes about and what are the other people's realistic behavior regarding to move at a strategic course to reach the same destination of organization's mission, values and beliefs.

Obviously speaking, CEO could have an alongside opportunity to get closer look into people's beliefs and their individual definitions of organization's mission and values. However, it is here purposefully meant to have a macroscopic view of the feedback which obtained applying Drucker's five leadership questions (figure 6). Since strategy perception by employees and focusing on programs to cover the organization's strategy, are nowadays essential factors to succeed in the volatile environment capturing an organization, then it has just been intended to develop Drucker's questions list by adding one another different question of "what are our core strategies?". Additionally, this survey would probably cause the momentum of organization wiggling. At least it can to some extent help CEOs vibrating the organization's static inertia. Historically, inertia has been always against momentum. As a matter of fact, these two physical terminologies are always in opposition inherently. Organizational inertia is usually accompanied by uniformity in actions, lack of energy and resistance to change. Amburgey & Miner (1992) defined it as staying in uniform motion. Organizational inertia is the tendency of a mature organization to continue its current trajectory (Gilbert (2005)) and vice versa momentum is the dynamic force (Jansen (2004)). For an organization the [momentum P] formula [P= MV] factors can be described as the mass [M], being the number of people who are clear on the strategy, contributing, understanding the direction, and what the strategy means to these individuals. Velocity [V] is the rate in achieving the described output daily (Baird (2014)). Finally, this work test can assist CEOs to expand the organization's goals, vision, values and strategies.

Figure 4:The Five Most Important Questions

Source: Drucker, P.et al. (2008)

4.1.9. Minded Bubble then First-the Ninth (Job Rotation Method)

In the other part of our work tests, the job rotation scheme has been deployed to get better understanding of the conflicts which exist between the state of each director's decision making while he/she is in another position of sub-management conditions. Apparently, it is meant to replace director A position with director B position and vice versa at certain time intervals then eventually returning to the original positions for each director. At this new figure of different positions, they are wanted to role play each other managerial actions. Reasonably, there would be at least one important profit associated with job rotation process for each director, and it is to be exposed to new set of knowledge that can be learned and a wide range of work experience. Job rotation also results in firm learning (Ortega (2001)). Generally, it may say that job rotation is a way of developing director's behavioral skills to vast and improve their style of interacting with other employees and taking on new responsibilities. Campionet al., (1994) believed in the two main beneficial influences of an employee who rotates. First, accumulate more quickly and second, accumulating experience in more areas than an employee who does not rotate. More importantly, there has been a precious result related to job rotation technique applying in an organization. The people and particularly the top directors/ leaders who rotate in different positions would become the generalized personnel equipped with new dimensions of abilities. Ouchi (1981) reported that the extensive use of rotation by Japanese companies would explain why Japanese employees are more often generalists than specialists, in particular when compared to U.S. employees. Moreover, the employee motivation argument is the most interesting contribution of job rotation plan especially for the plateaued employees. Consequently, having all the pleasant qualities of job rotation, it will be very useful for CEOs to get reach of directors who are competent and skilled in a wide range of experience of organization versatile work.

4.1.10. Minded Bubble then First-the Tenth (Process Revision)

And the final work test is to request from all board of directors to write down all modifications about the total current state of the running processes in organization which are thought to be inserted to complete or cut from them. The first approach deployed for this work-test will preliminarily get insight view on the core process by directors who are themselves engaged in driving some processes. Specifically, this part of action is essential for understanding how the core process works totally and what important

interlocks the core process has with other components. Once they know how the core process works and operates, then they can analyze it to get certain improvements. These improvements can be separated in two sections: first, adding some linked procedures in core process that brings much more value for its output, second eliminating some procedures from core process that are now thought to make the core process run slowly or inefficiently (As-is process). Furthermore, the work-test here is to be continued in the second part by making a requisition from all directors to inspect the integrity of reviewed process with their strategic indicators. The auditing phase of this work-test is based on the Hammer and Champy BPR theory to revamp the process for yielding superefficient goals (To-be process). Hammer & Champy (1993) defined Business Process Reengineering (BPR) as a fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance such as cost, quality, service, and speed. Business process reengineering (BPR) is a technique that can be used for analyzing an organization's business processes and suggesting required alterations to attain strategic goals (Aikins J., 1993). Sikdar, &Payyazhi (2014) have determined BPR implementation as a consecutive process encompassing key activities that are needed to redesign the business processes. However, reaching a higher version of the process depends on the organization's cultural and structural maturity, but this work-test has at least an important delivery and that is to be concentrated to the whole process by the directors. Generally speaking, deeper analysis of the process by the directors can help them to enhance the process integrity all over the organization. Summary speaking, these are the ten suggested bubbles that CEOs can experimentally select from. It is worthwhile to notice that curation of each one of the proposed bubbles, then starting to ignition and propelling them to situation, really depends on the accurate CEO's observations all over the organization. Fundamentally, as the first step, those perfect observations are the main input arguments of the under studied process which is called hereafter "CEOB" process in this research. The next step forward would be the prioritization of each bubble to be picked up for operating. Basically, this point of reactions made by CEO rely on the way of his/her belief for upcoming future of organization. So, letter B in CEO stands for this belief. To make rich the CEOB process, it is needed to explain much more about it. As mentioned earlier, the observations known as the input of CEOB process would be available from such numerous sensors that softly embedded at organization context. Some of these sensors are the organization's key performance indicators exactly related to organization's Growth in Revenue, Operational Cash Flow, Average Time to respond, Percentage of Market Share, Employee Satisfaction Rating, Employee Churn Rate, Planned hours of work vs. actual situation, Percentage of projects completed on time, Return on investment (ROI), Budget variance, Workload efficiency and so on. Practical management of CEOB process will be discussed in detail and more accurately in the following part of underlying study. Ultimately, it is time due to select a name for our model. It would be named as "chewing gum model". However, the reason for which the name dedicated is also to be argued in the following part.

4.2. Management of CEAB (How to Chew the Gum)

As has been repeatedly clarified in the last decades up to now, organizations are being gradually characterized with the two most important extensions. Globally extended organizations and strongly affected by multi-dimensional nonlinear data are the two distinctive aspects that cause the complexity phenomena has been arisen in organizational management and furthermore make the organizations distance from simplicity paradigm. So, the two concepts of simplification paradigm versus complexity paradigm have been risen. Olmedo (2010) gathered different aspects associated with these various paradigms. In addition, Simon (1995) highlighted the limitations in informational and cognitive scope and capacity of managers to make optimal decisions in complex situations, due to bounded rationality: "bounded rational agents experience limits in formulating and solving complex problems and in processing (receiving, storing, retrieving, transmitting) information". Thus, the organizations being mixed with complexity and far from the state of equilibrium must be managed by leaders who have always been engaging with "the impossibility of perfect knowledge, and the oscillation between order and disorder"(Edmonds (1995)). Consequently, leaders are engaged with a material of managing a complex system whose identity is obscure due to such a profound informational change. Moderately, the vague and murky space of managing a complex system and reasonably according to the shapeless paradigm of complexity may lead us to perform a procedural program to have continuous improvement. Hence, to start programming for each of the bubbles being active, it is offered to begin with the organization's dashboard application where there are some important indexes showing the yearly, monthly, weekly or even the daily key critical success factors. Indeed, traceability of these mentioned factors is either very common or too vital for CEOs. Actually, it would be extremely outstanding for CEOs to commence an improvement project which resulted from such monitoring on an index. So, it is inspired to depict a model founded on the three known frameworks and the one analyzing detector as follows: The PDCA cycle framework (Deming cycle)¬ The Kaizen philosophy (Kaizen is endless, a philosophy of never being satisfied)¬ Quality triangle (cost, time, quality)¬ Analyzing detector (V/P¬& TFP) Being more detailed ,the PDCA model is the basic structure for our proposal. It would be really a step model for carrying out and implementing a systematic change and beneficially equipped us with a flexible tool to work toward the continuous improvement all over the organization. Additionally, the kaizen philosophy has been applied to make rich the proposed model. It may be necessary to definitely state that the kaizen philosophy is here intentionally exploited even for those organizational conditions derived from critical success factors or other indexes which are rather at good or the best level and this is what will be our aimed core direction of this study which called CEOB conceptual philosophy .There is always by kaizen a path for getting better in actions and also in decisions which made due to some unsatisfying indexes to survive in competitive world of business and management.

Thus, according to this point of view, a CEO will be busy chewing gum for producing some minded bubbles and bursting them suddenly into reactions or actions forever. Structurally, CEOB model has no previously timed pattern to get involved into making minded bubbles. So, CEOs are always absorbing signals and involving them in appropriate actions or reactions.

Obviously speaking, CEOB framework indicates that CEO's beliefs must be always sensed and fully understood like a shadow everywhere and every time and moreover be gone into all passages of the organization context. On the other hand, CEOB paradigm is producing the minded bubbles floating everywhere and every time in an organization. Thus, CEOB loop can flexibly produce minded bubbles for further actions to be applied across the organization. Some of them are targeted-minded ones that are going to modify some indexes partially or to enhance organizational behavior and some of them are those arbitrary ones to design several plans for proactive actions relevant to different issues of organizational materials. It would be a non-stop progressive process for CEOs to monitor all the organization's behavior, particularly the board of all directors' outputs. Moreover, CEOB model gets its input vectors from some main indicators. The quality triangle paradigm including the financial, time and quality measurements and two process signals are the input sensors for the systematic exploration motor phase. In this study, it is suggested to use the OHI financial indexes (figure 7) for its vast and diverse insights by the nine major diagnostic tools to view the organizational health as a whole body. Besides, it has been decided to add two signal indicators focusing on the director's performance. They are as follows:

1. V/ P (Response velocity per all process done) 2.TFP (Total factor productivity scale) The first signaler indeed shows what the response velocity of each director per all designated tasks or his/her under controlled activities is. Monitoring V/P factors of all board of directors can produce a chain of data correspondent to the overall response velocity of an organization. Furthermore, it can help CEOs to reach a norm of velocity due to existing processes while it will analytically highlight the functions or tasks that cause low speed procedures in the value chain of core process. The other signaler is the TFP measure. Specially it is meant the productivity of manpower of an organization. TFP can totally exhibit the productivity of any sub-department of an organization which is managed by each director. Like the first signaler, it can also create a chain of data realizing the minimum and maximum TFP between each of the sub-departments of an organization. It would say that TFP monitoring correspondents to the internal departments of an organization can lead CEOs for better understanding of employee productivity. Using the upper 4 bullet points, our proposed system management, CEOB model is built and diagrammed as the following flowchart (figure 8). Building a management system helps highlight the need to have better understanding on how to measure and analyze performance, what to measure, and where to improve (Phusavat (2007)). Thereby, a non-interruptive and open approach of management system application, which is continuously receiving data, processing them and finally generating the practical improvement activities is made.

Lastly, CEOB model is chewing the input signals and indexes first, making the minded/arbitrary bubbles and fisting the picked-up ones to take operational functions towards the betterment. Consequently, it may lead us to more complexity using CEOB, but this complexity is to be inevitably managed by CEO.

Figure 5: A Diagnosis Tool for Organization's Health Developed by McKinsey & Company, 2012.

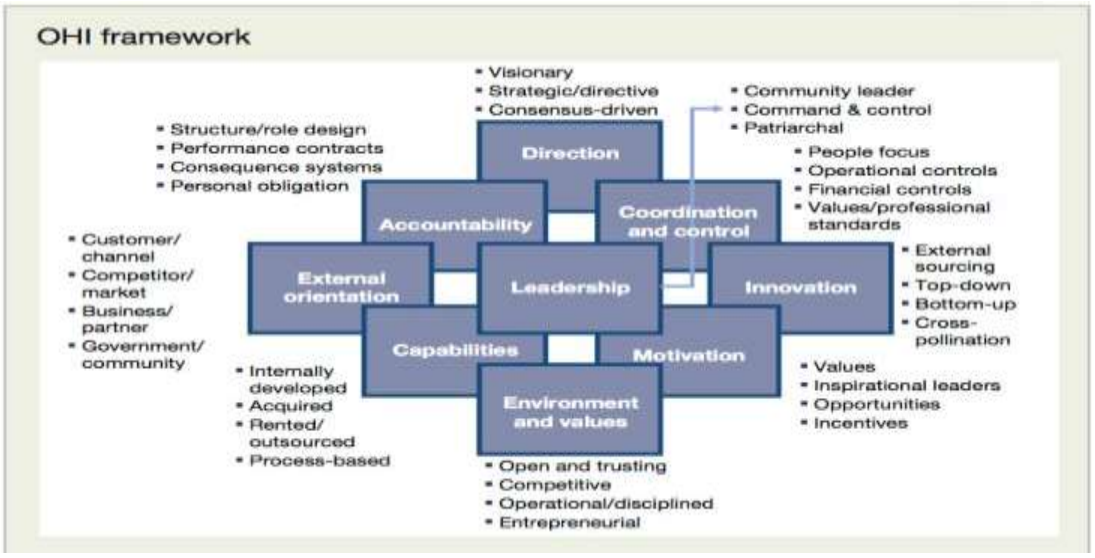
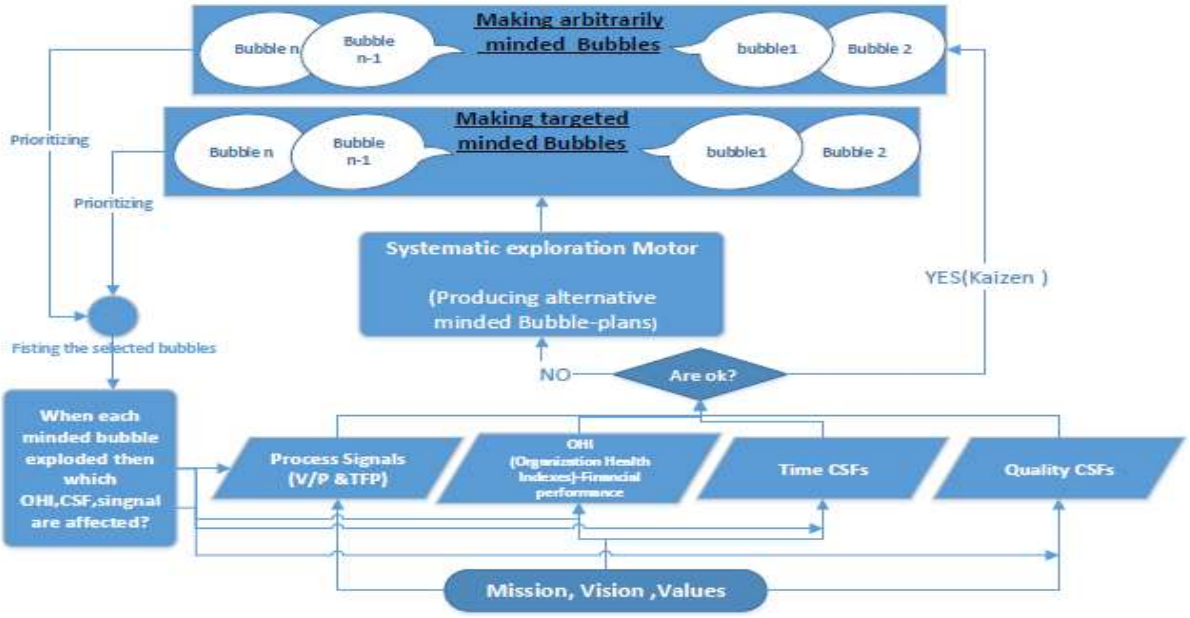


Figure 6: CEOB Model



4.3. CEOB And Organization Thrive

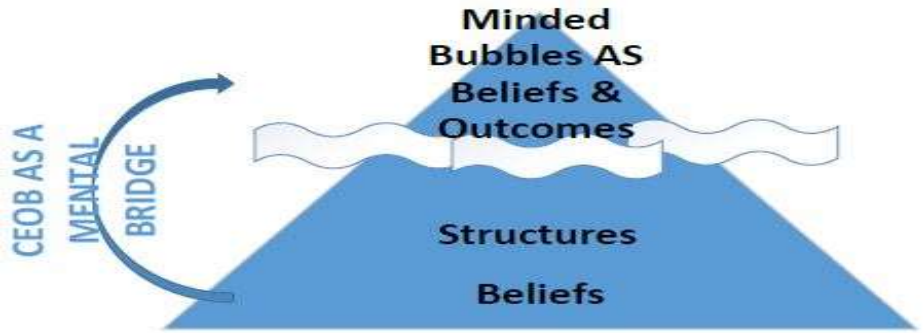
"Awareness alone is not sufficient for change. One must be mindful of the necessity to practice, practice, practice in order for the new perspectives and behaviors to become enduring personal qualities" (Hanson, 2000)). More likely, CEOB GUM conceptual paradigm (figure 9) has been constructed to really run some practical and operational projects for improving the ultimate performance of an organization. These projects attacks to shooting to some indexes toward the better level of performance. Hence, it should be taken into account that CEOB is looking for higher prosperity and when it begins to operate, the change of organizational behavior among the staff all will birth along with closer look at how the organization can effectively evolve and thrive over time. To be more emphatic on this important aspect of CEOB paradigm, it should be noticed that its input vector comes from the mission, values and vision of an organization. Additionally, running the arbitrarily minded bubbles may affect several indexes or behavioral factors of organization. And more, CEOs as the principal supervisor of the "minded bubbles then first program" must be afforded by him/herself to learn more about the managerial skills to guide the exploded projects. Therefore, they need to develop their knowledge to automatically play an active role in their scope of management. They are the main planners of the CEOB model. They would be the parents who have been scanning their children to establish strong involvement efforts to grow. However, a successful program produced by CEOB dependently requires all and sundry effectively engaging in each defined "minded bubbles then fist program". It is very important for CEOs to always remind the board of directors to assess the conducting power they have in each plan of CEOB. Most significantly, utmost care shall be done about the fact that personnel are all now in a liquefied environment made by minded bubbles who want to implement systematic approach into an organization for achieving magnificent goals that are sensed everywhere and every time in the organization's context.

Figure 7: CEOB GUM Conceptual Paradigm

4.4. Revealed Beliefs Like Background Shadow Supplement

CEOB model is fundamentally alluded to CEO's direct actions and reactions to all organizational outcomes conformed to his/her beliefs. Roughly speaking, CEOB will be categorized in mental models because of its emphasis on beliefs who drive the core configuration of the model. From the iceberg model, it is promptly derived that beliefs would be intrinsically an unseen part of a behavior or an event done by people. Actually, iceberg model certainly shows that individual's values and beliefs are as their strong guiding force in how they plan programs, determine priorities, make decisions and explanation of any social behavior of human beings. But on the contrary, if a tremendous insight into the CEOB philosophy is taken, it would be extracted that there are some nonstop incentive programs of minded bubbles going through the organization's context. As has been already mentioned, CEOB paradigm as an organizational mental bridge is going to cause the CEO's beliefs to be visible and sensed every time and everywhere. CEOB can make a liquefied shadow of CEO presenting forever in the background of any improvement program. Purposefully, this essence part of CEOB paradigm tries to revise the iceberg model at least for all CEO's beliefs which are now assumed to be latent. So, CEOB will reconfigure the iceberg model as shown in Figure 10.

Figure 8: Reconfiguration of Iceberg Model based on CEOB



5. CONCLUSION

This study has been generally focused on the chief executive officer's role of actions and his/her systematic beliefs in an organization. First, the importance of CEO's role, his/her values and beliefs, has been reviewed. At this step, there has been also concluded that CEOs are the leaders who shall act or react in an organization environment that would be under internal and external forces. Furthermore, these heterogeneous forces apply a space of complexity in which its identity isn't too clear to check all factors together. System thinking approach as a multifaceted tool was deployed to propose a new concept of shapeless complexity that is blended with any organization today. System thinking is inherently so complicated to model uniformly.

Shapeless complexity and system thinking are the two main combined aspects that let us manipulate CEO's beliefs toward the directed goals by an endless improvement paradigm. Besides, the kaizen approach is also deployed for making an endless loop algorithm. This algorithmic paradigm is based on CEO's values and beliefs which are named CEOB. CEOB systematic motor and kaizen are always active with an endless loop to produce some targeted or arbitrary minded bubbles for further actions. As a matter of fact, CEOB is always chewing preliminary beliefs and results gained from some indexes then making, prioritizing and fisting the minded bubbles. The most important outcome of CEOB paradigm would be the fact that CEO's beliefs are being sensed everywhere and every time in an organization. Indeed, CEOB paradigms by running several planned programs, cause a new feature of CEO's attendance into the organizational context like a liquefied shadow forever. Contrary to iceberg model CEOB paradigm attempts to make a mental bridge to show CEO's beliefs which can be seen anytime and anywhere. Additionally, the core contribution of CEOB is to gradually engage all people, especially the board of directors, for acting like a chief executive officer. Finally, these are all derived from the system's thinking approach along with the complexity blended in organizational managerial issues. Systematic thinking for such complicated materials of complex systems as an organization will birth a space with which no shape can be mathematically imagined. Accordingly, when you are involved in handling and controlling a complex system, there will be inevitably other layers of complexity born due to shapeless characteristics of complexity.

REFERENCES

Aikins, J. S. (1993). Business process reengineering: Where do knowledge-based systems fit? IEEE Expert, 8(1), 12–13. https://doi.org/10.1109/64.180005.

Ackoff, R. L. (1999). Ackoff's best: His classic writings on management. John Wiley & Sons.

Alavi, S. Z., Mojtahedzadeh, H., Amin, F., &Savoji, A. P. (2013). Relationship between emotional intelligence and organizational commitment in Iran's Ramin Thermal Power Plant. Procedia – Social and Behavioral Sciences, 84, 815–819.

Amburgey, T. L., & Miner, A. S. (1992). Strategic momentum: The effects of repetitive, positional, and contextual momentum on merger activity. Strategic Management Journal, 13(5), 335–348.

Aron, A., Aron, E. N., & Smollan, D. (1992). Inclusion of other in the self scale and the structure of interpersonal closeness. Journal of Personality and Social Psychology, 63(4), 596–612.

Aron, A., Lewandowski, G. W., Mashek, D., & Aron, E. N. (2013). The self-expansion model of motivation and cognition in close relationships. In J. A. Simpson & L. Campbell (Eds.), The Oxford handbook of close relationships (pp. 90–115). Oxford University Press.

Aron, A., Aron, E. N., Tudor, M., & Nelson, G. (1991). Close relationships as including other in the self. Journal of Personality and Social Psychology, 60(2), 241–253.

Ascher, W. (2001). Coping with complexity and organizational interests in natural resource management. Ecosystems, 4, 742–757.

Baird, R. (2014). Lean Team USA. http://www.leanteamusa.com.

Barling, J., Weber, T., & Kelloway, E. K. (1996). Effects of transformational leadership training on attitudinal and financial outcomes: A field experiment. Journal of Applied Psychology, 81, 827–832.

Bass, B. M. (1985). Leadership and performance beyond expectations. Free Press.

Baum, J. R., Locke, E. A., & Kirkpatrick, S. A. (1998). A longitudinal study of the relation of vision and vision communication to venture growth in entrepreneurial firms. Journal of Applied Psychology, 83(1), 43–54.

Bennis, W. G., & Nanus, B. (1985). Leaders: The strategies for taking charge. Harper & Row.

Bennis, W. G. (1991). Quoted in D. D. Booher, Executive's portfolio of model speeches for all occasions (p. 34). McGraw-Hill.

Berson, Y., & Peiró, J. M. (2020). Organizational culture and CEO vision: Longitudinal relationships. Journal of Applied Psychology, 105(6), 609–628.

Bertalanffy, L. von. (1969). General system theory: Foundations, development, applications. George Braziller.

Bertalanffy, L. von. (1950). An outline of general system theory. British Journal for the Philosophy of Science, 1(2), 134–165. https://doi.org/10.1093/bjps/I.2.134

Boatright, J. R. (2009). From hired hands to co-owners: Compensation, team production, and the role of the CEO. Business Ethics Quarterly, 19(4), 471–496.

Burns, J. M. (1978). Leadership. Harper & Row.

Byars, J. L. (2008). Holographic leadership: Leading as a way of being (Doctoral dissertation, Antioch University). OhioLINK Electronic Theses and Dissertations Center.

Campion, M. A., Cheraskin, L., & Stevens, M. J. (1994). Career-related antecedents and outcomes of job rotation. Academy of Management

Journal, 37(6), 1518–1542.

Cao, Q., Simsek, Z., & Zhang, F. (2023). CEO cognitive complexity and strategic change: A meta-analytic review. Journal of Management, 49(1), 25–56.

Capra, F. (2002). The hidden connections: A science for sustainable living. Doubleday.

Cartwright, T. J. (1991). Planning and chaos theory. Journal of the American Planning Association, 57(1), 44–56. https://doi.org/10.1080/01944369108975445

Chattopadhyay, P., Glick, W. H., Miller, C. C., & Huber, G. P. (1999). Determinants of executive beliefs: Comparing functional conditioning and social influence. Strategic Management Journal, 20, 763–789.

Checkland, P. (1981). Systems thinking, systems practice. John Wiley & Sons.

Chou, H. I., Li, H., & Yin, X. (2010). The effects of financial distress and capital structure on the work effort of outside directors. Journal of Empirical Finance, 17, 300–312.

Churchman, C. W. (1979). The systems approach and its enemies. Basic Books.

Colby, K. M. (1973). Simulations of belief systems. In R. C. Schank & K. M. Colby (Eds.), Computer models of thought and language (pp. 251–286). Freeman.

Collins, J. C., & Porras, J. I. (2002). Built to last: Successful habits of visionary companies. HarperCollins.

Conger, J. A., & Kanungo, R. N. (1987). Toward a behavioral theory of charismatic leadership in organizational settings. Academy of Management Review, 12(4), 637–647.

Crilly, D., Hansen, M. T., & Zollo, M. (2022). The search for strategic alignment: How CEO cognitive frames shape organizational action. Academy of Management Journal, 65(6), 1821–1850.

D'Aveni, R. A., & MacMillan, I. C. (1990). Crisis and the content of managerial communications: A study of the focus of attention of top managers in surviving and failing firms. Administrative Science Quarterly, 35, 634–657.

Daskal, L. (2016, September 13). 21 core beliefs that will take your leadership from good to great. Inc.com. https://www.inc.com/lolly-daskal

Davidz, H. L., & Nightingale, D. J. (2008). Enabling systems thinking to accelerate the development of senior systems engineers. Systems Engineering, 11(1), 1–4.

Day, D. V., & Lord, R. G. (1992). Expertise and problem categorization: The role of expert processing in organizational sense-making. Journal of Management Studies, 29, 35–47.

Donaldson, G., & Lorsch, J. W. (1983). Decision making at the top: The shaping of strategic direction. Basic Books.

Drucker, P. F. (1994). The theory of the business. Harvard Business Review, 72(5), 95–106.

Dyer, J. H., & Ericksen, J. (2021). Complex adaptive organizations: A systems perspective. Academy of Management Perspectives, 35(4), 570–587.

Edersheim, E. H. (2007). Peter Drucker's "unfinished chapter": The role of the CEO. Leader to Leader, 2007(45), 40–46. https://doi.org/10.1002/ltl.242

Edmonds, B. (1995). What is complexity? The philosophy of complexity per se with application to some examples in evolution. In F. Heylighen& D. Aerts (Eds.), The evolution of complexity (pp. 43–53). Kluwer.

Fama, E. F., & Jensen, M. C. (1983a). Separation of ownership and control. Journal of Law and Economics, 26, 301–325.

Fama, E. F., & Jensen, M. C. (1983b). Agency problems and residual claims. Journal of Law and Economics, 26, 327–349.

Fiol, C. M. (1989). A semiotic analysis of corporate language: Organizational boundaries and joint venturing. Administrative Science Quarterly, 34, 277–303.

Forrester, J. W. (1975). Collected papers of Jay W. Forrester. Wright-Allen Press.

Gerhart, B. A., & Milkovich, G. T. (1988). Organizational differences in managerial compensation and financial performance (CAHRS Working Paper No. 441). Cornell University.

Gharajedaghi, J. (2006). Systems thinking: Managing chaos and complexity: A platform for designing business architecture (2nd ed.). Elsevier.

Gilbert, C. G. (2005). Unbundling the structure of inertia: Resource versus routine rigidity. Academy of Management Journal, 48(5), 741–763.

Ginsberg, A. (1989). Construing the business portfolio: A cognitive model of diversification. Journal of Management Studies, 26, 417–438.

Gioia, D. A., &Chittipeddi, K. (1991). Sensemaking and sensegiving in strategic change initiation. Strategic Management Journal, 12(6), 433–448.

Goleman, D., Boyatzis, R., & McKee, A. (2002). Primal leadership: Learning to lead with emotional intelligence. Harvard Business School Press.

Gray, B., Bougon, M., & Donnellon, A. (1985). Organizations as constructions and destructions of meaning. Journal of Management, 11, 83–98.

Guzzo, R. A., & Dickson, M. W. (1996). Teams in organizations: Recent research on performance and effectiveness. Annual Review of Psychology, 47, 307–335.

Hage, J., & Dewar, R. (1972). Elite values versus organizational structure predicting innovation. Administrative Science Quarterly, 17, 279–290.

Haines, S. G. (1998). Systems thinking & learning. HRD Press.

Hales, C. P. (1986). What do managers do? A critical review of the evidence. Journal of Management Studies, 23(1), 88–115. https://doi.org/10.1111/j.1467-6486.1986.tb00936.x

Hambrick, D. C. (2007). Upper echelons theory: An update. Academy of Management Review, 32, 334–343.

Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. Academy of Management Review, 9, 193–206.

Hambrick, D. C., Geletkanycz, M. A., & Fredrickson, J. W. (1993). Top executive commitment to the status quo. Strategic Management Journal, 14(6), 401–418.

Hambrick, D. C., & Finkelstein, S. (1987). Managerial discretion. In L. L. Cummings & B. M. Staw (Eds.), Research in organizational behavior (Vol. 9, pp. 369–406). JAI Press.

Hammer, M., & Champy, J. (1993). Reengineering the corporation: A manifesto for business revolution. Harper Business.

Hanson, P. G. (2000). The self as an instrument of change. Organization Development Journal, 18(1), 95–105.

Hannah, S. T., Woolley, L., & Doty, D. (2021). Leader authenticity, values alignment, and collective climate. Journal of Organizational Behavior, 42(7), 879–896.

Haque, M. D., & Aston, J. (2022). Systems thinking capability and organizational adaptability. Systems Research and Behavioral Science, 39(2), 263–280.

Harris, S. G. (1994). Organizational culture and individual sensemaking. Organization Science, 5, 309–321.

Hauenstein, N. M. A., & Foti, R. J. (1989). From laboratory to practice. Personnel Psychology, 42, 359–378.

Holling, C. S., & Gunderson, L. H. (2002). Resilience and adaptive cycles. In L. H. Gunderson & C. S. Holling (Eds.), Panarchy (pp. 25–62). Island Press.

House, R. J. (1977). A theory of charismatic leadership. In J. G. Hunt & L. L. Larson (Eds.), Leadership: The cutting edge (pp. 189–207). Southern Illinois University Press.

Howell, J. M., & Avolio, B. J. (1993). Transformational leadership and innovation. Journal of Applied Psychology, 78, 891–902.

Ibarra, H. (2015). Act like a leader, think like a leader. Harvard Business Review Press.

Ireland, R. D., Hitt, M. A., Bettis, R. A., & de Porras, D. (1987). Strategy formulation processes. Strategic Management Journal, 8(5), 469–486.

Jansen, K. J. (2004). From persistence to pursuit. Organization Science, 15(3), 276–294.

Javed, B., Hassan, Z., & Ali, M. (2022). Leadership behavior in uncertain environments. Leadership Quarterly, 33(1), 101580.

Katz, R. L. (1955). Skills of an effective administrator. Harvard Business Review, 33(1), 33–42.

Keyser, J. (2011). Personal growth in leadership. Common Sense Leadership. http://www.commonsenseleadership.com

Kirkman, B. L. (2000). Why do employees resist teams? Examining the resistance barrier to work team effectiveness. International Journal of Conflict Management, 11(1), 74–93.

Koç, E. (2010). Services and conflict management: Cultural and European integration perspectives. International Journal of Intercultural Relations, 34(1), 88–96.

Koç, E., Yumuşak, S., Ulukoy, M., Kılıç, R., & Toptaş, A. (2014). Are internship programs encouraging or discouraging? A viewpoint of tourism and hospitality students in Turkey. Journal of Hospitality, Leisure, Sport & Tourism Education, 15, 135–142.

Korn Ferry International, & Columbia University Graduate School of Business. (1989). Reinventing the CEO: 21st century report. Korn Ferry International.

Kouzes, J. M., & Posner, B. Z. (1987). The leadership challenge: How to get extraordinary things done in organizations. Jossey-Bass.

Lafley, A. G. (2009). What only the CEO can do. Harvard Business Review, 87(5), 54–62.

Laszlo, E. (2002). The systems view of the world: A holistic vision for our time. Hampton Press.

Li, J., Patel, P. C., & Yi, J. (2022). CEO temporal focus and firm innovation: A multi-study investigation. Strategic Management Journal, 43(3),

467–494.

Liker, J. K. (2003). The Toyota way: 14 management principles from the world's greatest manufacturer. McGraw-Hill.

Limsila, K., & Ogunlana, S. O. (2008). Performance and leadership outcome correlates leadership styles and subordinate commitment. Engineering, Construction and Architectural Management, 15(2), 164–184.

Locke, E. A., Kirkpatrick, S. A., Wheeler, J. K., Schneider, J., Niles, K., Goldstein, H., Welsh, K., & Chah, D. O. (1991). The essence of leadership: The four keys to leading successfully. Lexington Books.

Lurigio, A. J., & Carroll, J. S. (1985). Probation officers' schemata of offenders. Journal of Personality and Social Psychology, 48, 1112–1126.

Markóczy, L. (1997). Measuring beliefs: Accept no substitutes. Academy of Management Journal, 40, 1128–1142.

McGowan, A. M. (2014). Interdisciplinary interactions during R&D and early design of large engineered systems (Doctoral dissertation, University of Michigan). University of Michigan. https://deepblue.lib.umich.edu

Mintzberg, H. (1973). The nature of managerial work. Harper & Row.

Murensky, C. L. (2000). The relationship between emotional intelligence, personality, critical thinking and organizational leadership performance at upper levels of management (Unpublished doctoral dissertation). George Mason University.

Narayanan, V. K., & Fahey, L. (1990). Evolution of revealed causal maps during decline. In A. S. Huff (Ed.), Mapping strategic thought (pp. 109–133). Wiley.

Newman, A., Kiazad, K., & Miao, Q. (2023). Ethical leadership and employee outcomes: A meta-analysis. Journal of Organizational Behavior, 44(2), 141–165.

O'Connell, D., Hickerson, K., &Pillutla, A. (2011). Organizational visioning: An integrative review. Group & Organization Management, 36(1), 103–125.

Olmedo, E. (2010). Complexity and chaos in organizations: Complex management. International Journal of Complexity in Leadership and Management, 1(1), 54–67.

Ortega, J. (2001). Job rotation as a learning mechanism. Management Science, 47(10), 1361–1370.

Ospina, S., & Sørensen, G. (2007). A constructionist lens on leadership. In G. R. Goethals & G. L. J. Sørensen (Eds.), The quest for a general theory of leadership (pp. 188–204). Edward Elgar.

Ouchi, W. G. (1981). Theory Z: How American business can meet the Japanese challenge. Addison-Wesley.

Palaima, T., &Skaržauskienė, A. (2010). Systems thinking in a complex world. Baltic Journal of Management, 5(3), 330–355.

Parkinson, C. N. (1955, November 19). Parkinson's law. The Economist, 177(5684), 635–637.

Phusavat, K. (2007). Roles of performance measurement in SMEs' management processes. International Journal of Management and Enterprise Development, 4(4), 441–458.

Plattner, H., Meinel, C., & Leifer, L. (Eds.). (2014). Design thinking research: Building innovation ecosystems. Springer. https://doi.org/10.1007/978-3-319-01303-9

Popper, K. R. (1999). All life is problem solving. Routledge.

Porter, M. E., Lorsch, J. W., & Nohria, N. (2004). Seven surprises for new CEOs. Harvard Business Review, 82(10), 62–72.

Porter, M. E., & Nohria, N. (2018, July–August). How CEOs manage time. Harvard Business Review, 96(4), 42–51. https://hbr.org/2018/07/the-leaders-calendar

Pribram, K. H. (1977). Languages of the brain: Experimental paradoxes and principles in neuropsychology. Wadsworth Publishing.

Priem, R. L. (1994). Executive judgment, organizational congruence, and firm performance. Organization Science, 5, 421–437.

Richmond, B. (1994). An introduction to systems thinking. The Systems Thinker, 5(6), 1–7.

Robbins, S. P. (2000). Organizational behavior (9th ed.). Prentice Hall.

Robertson, A. G., & Walt, C. L. (1999). The leader within. Andersen Consulting Outlook.

Senge, P. M. (1990). The fifth discipline: The art and practice of the learning organization. Doubleday/Currency.

Senge, P. M. (2003). Taking personal change seriously: The impact of "organizational learning" on management practice. Academy of Management Executive, 17(2), 47–50. https://doi.org/10.5465/AME.2003.10025191

Senge, P. M. (2007). Collaborating for systemic change. MIT Sloan Management Review, 48(2), 44–54.

Sikdar, A., &Payyazhi, J. (2014). A process model of managing organizational change. Business Process Management Journal, 20(6), 971–998.

Simon, H. A. (1957). Administrative behavior: A study of decision-making processes in administrative organization (2nd ed.). Free Press.

Sproull, L. S. (1981). Belief in organizations. In P. C. Nystrom & W. H. Starbuck (Eds.), Handbook of organizational design (Vol. 2, pp. 203–224). Oxford University Press.

Steiner, G. A., Kunin, E., & Kunin, H. (1981). The new class of chief executive officer. Long Range Planning, 14(4), 10–20.

Sterman, J. D. (2000). Business dynamics: Systems thinking and modeling for a complex world. Irwin/McGraw-Hill.

Stewart, D. W., & Latham, D. R. (1980). A preference mapping of organizational objectives. Journal of Applied Psychology, 65, 610–615.

Thomas, J. B., Clark, S. M., & Gioia, D. A. (1993). Strategic sensemaking and organizational performance. Academy of Management Journal, 36, 239–270.

Tichy, N. M., & Devanna, M. A. (1986). The transformational leader. John Wiley & Sons.

Tuckman, B. W., & Jensen, M. A. (1977). Stages of small-group development revisited. Group & Organization Studies, 2(4), 419–427.

Van den Steen, E. (2001). Organizational beliefs and managerial vision (Working Paper No. 4224-01). MIT Sloan School of Management.

Vickers, G. (1970). A classification of systems. In F. E. Emery (Ed.), Systems thinking (pp. 147–165). Penguin Books.

Viswanathan, V., & Linsey, J. (2014). Spanning the complexity chasm. Artificial Intelligence for Engineering Design, Analysis and Manufacturing, 28, 369–384.

Walker, G. (1985). Network position and cognition in a computer software firm. Administrative Science Quarterly, 30, 103–130.

Walsh, J. P. (1988). Selectivity and selective perception. Academy of Management Journal, 31, 873–896.

Walsh, J. P. (1995). Managerial and organizational cognition. Organization Science, 6, 280–321.

Walsh, J. P., Henderson, C. M., & Deighton, J. (1988). Negotiated belief structures and decision performance. Organizational Behavior and Human Decision Processes, 42, 194–216.

Wang, G., Holmes, R. M., Oh, I., & Zhu, W. (2021). Do CEOs matter? Personnel Psychology, 74(1), 1–31.

Warren, K. (2000). The softer side of strategy dynamics. Business Strategy Review, 11(1), 45–58.

Zhang, Y., & Zhu, D. H. (2023). CEO cognition, strategic decisions, and firm performance. Academy of Management Annals, 17(1), 345–378.

Zhu, D. H., Song, H., & Zhu, Q. (2020). CEO characteristics and organizational outcomes. Leadership Quarterly, 31(6), 101449.

Zydžiūnaitė, V. (2018). Leadership values and values-based leadership: What is the main focus? Applied Research in Health and Social Sciences: Interface and Interaction, 15(1), 43–58. https://doi.org/10.1515/arhss-2018-0005