

The Strategic Wolverine Theory (TSWT): A Philosophical Theory of Strategic Planning and Determination as the Fundamental Pillars of Self-Reliance and Dependable Achievement

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Abstract — The development and achievement of sustainable success among individuals, organisations, and institutions increasingly depends on the integration of strategic planning and sustained determination. Although these concepts have been extensively examined within strategic management, psychology, leadership, and organisational studies, existing scholarship has largely considered them independently or within discipline-specific frameworks. Consequently, limited philosophical attention has been devoted to explaining how strategic planning and determination function together to promote self-reliance and dependable achievement. This study developed the Strategic Wolverine Theory (TSWT), an original philosophical framework inspired by the documented behavioural characteristics of the wolverine (*Gulo gulo*). The study adopted a philosophical research design and employed conceptual analysis, literature synthesis, observational behavioural analysis, theory development procedures, and inductive reasoning to formulate the theory. The findings revealed that the wolverine consistently demonstrates strategic food caching, prudent resource management, determination, resilience, adaptability, self-reliance, and dependable survival under harsh environmental conditions. These behavioural characteristics were systematically interpreted and synthesised into a coherent philosophical framework. The study established that strategic planning and determination are the fundamental pillars of self-reliance and dependable achievement. Strategic planning provides purposeful direction through anticipation, preparation, and prudent resource utilisation, while determination sustains disciplined implementation despite adversity. Their interaction strengthens self-reliance, resulting in consistent and sustainable achievement across diverse contexts. The theory further identifies leadership effectiveness and resource availability as moderating factors that may influence these relationships. The Strategic Wolverine Theory contributes to contemporary scholarship by integrating strategic planning, determination, self-reliance, and dependable achievement into a unified philosophical framework grounded in documented behavioural evidence. The theory provides a conceptual foundation for future empirical research and offers practical guidance for leadership, education, organisational management, entrepreneurship, governance, public administration, and community development. It therefore represents an original contribution to nature-inspired philosophical theory development and the broader understanding of sustainable success.

Keywords— Strategic Wolverine Theory; strategic planning; determination; self-reliance; dependable achievement; philosophical theory; theory development; leadership; organisational management.

I. INTRODUCTION

Strategic planning and determination have long been recognised as essential drivers of sustainable success in individuals, organisations, and institutions. Strategic planning enables organisations to establish long-term direction, allocate resources effectively, anticipate future challenges, and improve decision-making, while determination sustains commitment and persistence in pursuing objectives despite obstacles (Ansoff, 1965; Bryson, 2018). Together, these attributes enhance self-reliance, resilience, and the capacity to achieve dependable outcomes in dynamic environments (Mintzberg et al., 2009).

The natural world provides numerous examples of adaptive behaviours that have inspired conceptual and philosophical thinking in leadership, management, and organisational studies. Observations of animal behaviour have increasingly been used to explain leadership, cooperation, resilience, adaptation, and strategic decision-making because they offer practical analogies for understanding complex human and organisational behaviour (Wilson, 1975; Senge, 2006).

Among these species, the wolverine (*Gulo gulo*) presents a particularly compelling model of strategic behaviour. Despite its relatively small size compared with many apex predators, the wolverine demonstrates exceptional foresight through food

caching, prudent resource management, adaptability, persistence, and independent survival in harsh environments. It stores surplus food for future scarcity, efficiently exploits available opportunities, and persistently protects valuable resources, behaviours that enhance its long-term survival (Inman et al., 2012; Copeland & Yates, 2008). These observable characteristics illustrate that dependable achievement depends not only on physical capability but also on deliberate planning, preparedness, and sustained determination.

Although existing theories have contributed substantially to understanding strategic management, motivation, resilience, leadership, and organisational effectiveness (Ansoff, 1965; Bryson, 2018; Bandura, 1997; Duckworth et al., 2007), no philosophical theory explicitly integrates strategic planning and determination as the complementary pillars of self-reliance and dependable achievement using the behavioural characteristics of the wolverine as its conceptual foundation. This theoretical gap provides the basis for the development of the Strategic Wolverine Theory (TSWT).

The Strategic Wolverine Theory (TSWT) therefore posits that strategic planning and determination are the fundamental pillars of self-reliance and dependable achievement. Drawing upon the observable characteristics of the wolverine and established scholarship in strategic management, psychology, and organisational studies, the theory provides a philosophical framework that can guide individuals, organisations, institutions, and policymakers in pursuing sustainable and dependable achievement.

1. Background to the Study

Conceptual Perspective

The Strategic Wolverine Theory (TSWT) is founded on four interrelated concepts: strategic planning, determination, self-reliance, and dependable achievement. Understanding these concepts is essential because they constitute the philosophical foundation upon which the theory is developed.

Strategic planning refers to a systematic and forward-looking process through which individuals or organisations establish long-term goals, anticipate future opportunities and challenges, allocate resources, and formulate appropriate actions to achieve desired outcomes (Ansoff, 1965; Bryson, 2018). It emphasises deliberate preparation, informed decision-making, and prudent resource management to improve the likelihood of sustainable success. Within the Strategic Wolverine Theory, strategic planning extends beyond organisational planning to include the deliberate anticipation of future needs, as demonstrated by the wolverine's behaviour of storing food for periods of scarcity.

Determination refers to the persistent commitment to pursue established goals despite obstacles, uncertainty, or adversity. It reflects resilience, perseverance, self-discipline, and sustained effort towards purposeful achievement (Duckworth et al., 2007; Bandura, 1997). Determination enables individuals and organisations to maintain focus during challenging circumstances while adapting appropriately to changing environments. In the Strategic Wolverine Theory, determination is represented by the wolverine's remarkable persistence in securing resources, surviving harsh climatic conditions, and overcoming environmental constraints.

Self-reliance denotes the capacity of individuals, organisations, or institutions to depend primarily upon their own abilities, resources, knowledge, and sound judgement in achieving desired objectives while minimising unnecessary dependence on external assistance (Emerson, 1841; Covey, 1989). Self-reliance encourages responsibility, initiative, innovation, and confidence in addressing emerging challenges. Within the Strategic Wolverine Theory, self-reliance reflects the wolverine's independent survival strategy, efficient resource utilisation, and ability to thrive under demanding environmental conditions.

Dependable achievement refers to the consistent attainment of intended goals through reliable performance, responsible action, and sustained commitment to excellence over time. Unlike temporary success, dependable achievement emphasises continuity, trustworthiness, and the capacity to produce predictable and sustainable outcomes (Drucker, 1954; Collins, 2001). The Strategic Wolverine Theory argues that dependable achievement is realised when strategic planning and determination operate together to strengthen self-reliance, thereby enabling individuals and organisations to achieve lasting success.

Accordingly, the Strategic Wolverine Theory integrates these four concepts into a unified philosophical framework by proposing that strategic planning and determination are the fundamental pillars of self-reliance and dependable achievement. The theory therefore provides a conceptual explanation of how purposeful preparation and persistent commitment interact to produce sustainable individual, organisational, and institutional success.

Contextual Perspective

The contemporary global environment is characterised by rapid technological advancement, economic uncertainty, climate change, geopolitical instability, and increasing organisational complexity. These developments require individuals, organisations, and institutions to adopt strategic approaches

that promote resilience, adaptability, and sustainable performance. In both developed and developing countries, long-term success increasingly depends on the ability to anticipate change, prepare adequately, utilise resources prudently, and remain committed to organisational objectives despite emerging challenges (Bryson, 2018; Porter, 1985).

Within the education sector, governments and institutions continue to pursue quality education through improved planning, effective leadership, prudent resource management, and sustained commitment to curriculum implementation. However, many educational systems continue to experience challenges associated with inadequate planning, inconsistent implementation, resource constraints, weak institutional capacity, and declining accountability. These challenges often reduce institutional effectiveness and limit the attainment of dependable educational outcomes (UNESCO, 2021; Organisation for Economic Co-operation and Development, 2020).

Similarly, public institutions, private organisations, and community-based organisations operate in environments that demand strategic foresight and determination to remain competitive, accountable, and responsive to changing stakeholder expectations. Organisations that consistently plan for future uncertainties, invest in capacity development, and demonstrate perseverance during periods of adversity are generally better positioned to achieve sustainable growth and dependable performance than those that rely on reactive decision-making (Mintzberg et al., 2009; Collins, 2001).

The natural behaviour of the wolverine provides an instructive analogy for these contemporary realities. Living in harsh and unpredictable environments, the wolverine demonstrates deliberate preparation through food caching, efficient utilisation of available resources, adaptability to environmental change, and remarkable persistence in securing survival. These observable behaviours illustrate practical principles that extend beyond wildlife ecology and offer valuable insights for leadership, education, organisational management, entrepreneurship, and public administration.

Against this background, the Strategic Wolverine Theory (TSWT) is proposed as a philosophical framework that responds to contemporary demands for strategic thinking, determination, self-reliance, and dependable achievement. By translating the behavioural characteristics of the wolverine into universally applicable principles, the theory provides a conceptual foundation for strengthening decision-making, organisational sustainability, leadership effectiveness, and long-term institutional success across diverse sectors.

Historical Perspective

The concepts of strategic planning and determination have evolved over centuries through developments in military strategy, philosophy, governance, business management, psychology, and organisational leadership. Historically, successful societies, institutions, and leaders have recognised that sustainable achievement depends upon deliberate preparation, prudent resource management, and persistent commitment to clearly defined goals. Early military strategists, particularly Sun Tzu, emphasised that careful planning, anticipation of future events, and strategic use of available resources were essential prerequisites for victory rather than relying solely on strength or numerical superiority (Sun Tzu, trans. 1963).

During the twentieth century, strategic planning emerged as a formal discipline within business and public administration. Scholars such as Ansoff (1965) introduced systematic approaches to long-term planning, environmental analysis, and strategic decision-making, while Porter (1985) demonstrated that competitive advantage depends upon deliberate strategic positioning and prudent resource utilisation. Bryson (2018) further expanded strategic planning into public and non-profit organisations, emphasising its importance in improving organisational effectiveness, accountability, and long-term sustainability.

The concept of determination has similarly developed through psychological and behavioural research. Bandura (1997) highlighted the importance of self-efficacy in sustaining purposeful action, while Duckworth et al. (2007) introduced the concept of grit, describing perseverance and passion for long-term goals as significant predictors of sustained achievement. These contributions demonstrate that success depends not only on planning but also on the determination to remain committed despite obstacles, uncertainty, and adversity.

Throughout history, observations of the natural world have also informed philosophical reflection and scientific inquiry. Human societies have long drawn lessons from animal behaviour to explain leadership, survival, cooperation, resilience, and adaptation. However, despite extensive scholarship on strategic management, motivation, and organisational performance, limited attention has been given to the behavioural characteristics of the wolverine as a philosophical basis for explaining the relationship between strategic planning, determination, self-reliance, and dependable achievement.

The Strategic Wolverine Theory (TSWT) builds upon this historical evolution by integrating established knowledge on

strategic planning and determination with the observable behaviours of the wolverine. Rather than replacing existing theories, it extends historical scholarship by proposing a unified philosophical framework that explains how deliberate planning and unwavering determination interact to promote self-reliance and dependable achievement in individuals, organisations, and institutions.

Theoretical Perspective

The Strategic Wolverine Theory (TSWT) is informed by established theories in strategic management, psychology, organisational behaviour, and leadership while advancing an original philosophical perspective based on the observable behavioural characteristics of the wolverine. The theory acknowledges that strategic planning and determination have been widely discussed in existing scholarship; however, it proposes a unique integration of these constructs as the fundamental pillars of self-reliance and dependable achievement.

Strategic Management Theory provides one of the principal foundations of TSWT. Ansoff (1965) argued that organisations achieve sustainable performance through systematic environmental analysis, long-term planning, and deliberate strategic decision-making. Similarly, Porter (1985) emphasised that competitive advantage depends upon strategic positioning and the effective utilisation of available resources. These perspectives underscore the importance of planning and informed decision-making in achieving organisational success. The Strategic Wolverine Theory extends these ideas by proposing that strategic planning must be complemented by unwavering determination if dependable achievement is to be realised.

The theory is also informed by Social Cognitive Theory, particularly Bandura's (1997) concept of self-efficacy. According to Bandura, individuals who believe in their capabilities are more likely to persevere when faced with challenges and are therefore more likely to achieve their goals. This perspective aligns closely with the wolverine's persistent and resilient behaviour under harsh environmental conditions, reinforcing the proposition that determination is indispensable for sustainable achievement.

The concept of grit, developed by Duckworth et al. (2007), further contributes to the theoretical foundation of TSWT. Grit emphasises perseverance and sustained commitment towards long-term goals despite adversity. While Grit Theory explains the significance of perseverance, the Strategic Wolverine Theory broadens this perspective by integrating perseverance with strategic planning, arguing that determination is most

effective when guided by deliberate preparation and prudent resource management.

The theory also draws insights from the Resource-Based View (Barney, 1991), which contends that sustainable success depends on the effective utilisation of valuable, rare, inimitable, and well-organised resources. The wolverine's behaviour of efficiently acquiring, protecting, and storing resources for future use reflects this principle of prudent resource management. However, TSWT extends the Resource-Based View by emphasising that resources alone do not guarantee dependable achievement unless accompanied by strategic planning and determination.

Despite the significant contributions of these theories, none explicitly integrates strategic planning and determination into a single philosophical framework grounded in the behavioural characteristics of the wolverine. The Strategic Wolverine Theory therefore complements existing theories by proposing that strategic planning and determination are the fundamental pillars of self-reliance and dependable achievement. Through this integration, the theory offers a distinctive conceptual framework applicable to education, leadership, organisational management, entrepreneurship, public administration, and other fields requiring sustainable performance and purposeful action.

2. Problem Statement

Strategic planning and determination have consistently been recognised as important contributors to individual, organisational, and institutional success. Extensive scholarship has examined strategic planning as a mechanism for improving organisational performance, resource utilisation, competitiveness, and long-term sustainability (Ansoff, 1965; Bryson, 2018; Porter, 1985). Likewise, psychological and behavioural studies have demonstrated that determination, perseverance, self-efficacy, and grit significantly influence individual and organisational achievement by sustaining commitment to long-term goals despite adversity (Bandura, 1997; Duckworth et al., 2007). Despite these contributions, the existing body of knowledge generally treats these concepts independently or within discipline-specific frameworks.

Consequently, there remains limited philosophical scholarship that integrates strategic planning and determination into a unified theoretical framework explaining how their interaction promotes self-reliance and dependable achievement across diverse contexts. Furthermore, existing theories have rarely drawn upon the observable behavioural characteristics of the wolverine (*Gulo gulo*)—particularly its strategic food caching, prudent resource management, resilience, adaptability,

persistence, and independent survival—as a conceptual foundation for developing a comprehensive philosophical theory. This represents an important gap in theory development because the wolverine exhibits behavioural attributes that collectively demonstrate the relationship between purposeful preparation, sustained determination, self-reliance, and long-term success.

The absence of such an integrative philosophical framework limits opportunities to apply these naturally observable principles in leadership, education, organisational management, entrepreneurship, public administration, and community development. Without a theory that explicitly explains how strategic planning and determination function together as complementary drivers of self-reliance and dependable achievement, scholars and practitioners may continue to rely on fragmented explanations that do not fully capture their combined influence on sustainable success.

The Strategic Wolverine Theory (TSWT) was therefore developed to address this theoretical gap. Drawing upon the behavioural characteristics of the wolverine and informed by established scholarship in strategic management, psychology, and organisational theory, TSWT proposes that strategic planning and determination are the fundamental pillars of self-reliance and dependable achievement. The theory provides a coherent philosophical framework capable of guiding research, policy, leadership, and practice across multiple disciplines.

3. Purpose of the Theory

The purpose of the Strategic Wolverine Theory (TSWT) is to develop a philosophical framework that explains how strategic planning and determination function as the fundamental pillars of self-reliance and dependable achievement. The theory is inspired by the observable behavioural characteristics of the wolverine (*Gulo gulo*), particularly its strategic preparation, prudent resource management, persistence, resilience, adaptability, and independent survival under challenging environmental conditions.

Specifically, the theory seeks to integrate established knowledge from strategic management, psychology, organisational behaviour, and leadership with the distinctive behavioural attributes of the wolverine to provide a coherent explanation of how deliberate planning and sustained determination interact to promote sustainable success. In doing so, the theory addresses an identified gap in existing scholarship by presenting a unified philosophical perspective that links these complementary constructs within a single conceptual framework.

The Strategic Wolverine Theory is intended to provide guidance for individuals, organisations, institutions, policymakers, educators, researchers, and leaders seeking to strengthen self-reliance, improve decision-making, enhance organisational resilience, and achieve dependable outcomes in dynamic and uncertain environments. The theory further aims to contribute to scholarly knowledge by extending the application of nature-inspired philosophical theories to contemporary challenges in education, leadership, governance, entrepreneurship, public administration, and organisational development.

Accordingly, the Strategic Wolverine Theory advances the proposition that strategic planning and determination are the fundamental pillars of self-reliance and dependable achievement, providing a practical and philosophical framework for promoting sustainable performance across diverse human endeavours.

4. Objectives of the Theory

The Strategic Wolverine Theory (TSWT) is guided by the following objectives:

- To examine the behavioural characteristics of the wolverine (*Gulo gulo*) as the philosophical foundation for the development of the Strategic Wolverine Theory.
- To develop a philosophical framework that explains how strategic planning and determination function as the fundamental pillars of self-reliance and dependable achievement.
- To demonstrate the theoretical and practical applicability of the Strategic Wolverine Theory in promoting sustainable success across education, leadership, organisational management, entrepreneurship, public administration, and related fields.

II. LITERATURE REVIEW

1. Strategic Planning

Strategic planning has long been recognised as a fundamental process through which individuals, organisations, and institutions establish long-term goals, anticipate future opportunities and challenges, allocate resources efficiently, and formulate coordinated actions to achieve desired outcomes. It provides a systematic framework for aligning organisational vision with available resources while enhancing adaptability in dynamic and competitive environments (Ansoff, 1965; Bryson, 2018).

Early strategic management scholars viewed strategic planning as a deliberate process of environmental scanning, goal setting, resource allocation, implementation, and evaluation. Ansoff

(1965) argued that organisations achieve sustainable success when they systematically analyse both internal capabilities and external environmental conditions before making strategic decisions. This perspective established strategic planning as an essential managerial function for improving organisational effectiveness and long-term competitiveness.

Porter (1985) expanded strategic planning by emphasising competitive positioning and strategic advantage. According to Porter, organisations that deliberately position themselves within their operating environments and utilise resources more effectively than competitors are more likely to achieve sustainable performance. Similarly, Mintzberg, Ahlstrand, and Lampel (2009) argued that while planning remains important, effective strategy also requires continuous learning, adaptation, and responsiveness to changing circumstances. Together, these perspectives demonstrate that successful strategic planning combines deliberate preparation with flexibility and informed decision-making.

Within public administration and educational management, strategic planning has become an indispensable tool for improving institutional performance, accountability, and service delivery. Bryson (2018) contends that strategic planning enables public and non-profit organisations to clarify priorities, strengthen stakeholder engagement, improve resource utilisation, and respond effectively to increasingly complex operating environments. Likewise, educational institutions rely upon strategic planning to enhance curriculum implementation, institutional leadership, learner achievement, and sustainable organisational development (UNESCO, 2021). Despite the substantial contributions of strategic management scholarship, existing literature primarily examines strategic planning as an organisational management process. Comparatively limited attention has been devoted to its philosophical relationship with determination as a complementary driver of self-reliance and dependable achievement. Furthermore, little scholarship has explored strategic planning through the observable behavioural characteristics of the wolverine, particularly its deliberate food caching, prudent resource utilisation, and preparation for future uncertainty. This limitation provides an important foundation for the development of the Strategic Wolverine Theory (TSWT), which proposes that strategic planning, when combined with determination, constitutes one of the fundamental pillars of self-reliance and dependable achievement.

2. Determination

Determination is widely recognised as a fundamental human attribute that enables individuals and organisations to pursue

established goals with persistence, resilience, and commitment despite challenges, setbacks, and uncertainty. It reflects the capacity to sustain effort over time, maintain focus on long-term objectives, and overcome obstacles that might otherwise hinder achievement. Consequently, determination has received considerable attention in psychology, leadership, education, and organisational behaviour as a significant predictor of sustained success (Bandura, 1997; Duckworth et al., 2007).

Bandura's (1997) Social Cognitive Theory emphasises that individuals' beliefs in their capabilities, referred to as self-efficacy, significantly influence their willingness to initiate action, persevere during adversity, and achieve desired outcomes. Individuals with strong self-efficacy are more likely to remain committed to challenging goals, recover from setbacks, and sustain motivation over prolonged periods. This perspective demonstrates that determination is strengthened by confidence in one's ability to influence outcomes through purposeful action.

Duckworth et al. (2007) further advanced the understanding of determination through the concept of grit, which refers to sustained perseverance and passion for long-term goals. According to the authors, individuals who consistently demonstrate perseverance despite failures, delays, and obstacles are more likely to attain meaningful and lasting success than those who rely primarily on talent or favourable circumstances. Grit therefore highlights determination as a critical component of sustained achievement.

Within leadership and organisational studies, determination has also been associated with resilience, adaptive capacity, and effective decision-making. Collins (2001) argues that enduring organisational success depends on disciplined leadership characterised by unwavering commitment to long-term organisational goals. Similarly, Drucker (1954) emphasises that effective management requires sustained commitment to organisational objectives through responsible decision-making, disciplined execution, and continuous improvement. These perspectives suggest that determination extends beyond personal motivation to become an organisational capability that supports dependable performance.

In education, determination has been linked to learner persistence, academic resilience, and successful educational attainment. Learners who demonstrate sustained commitment to learning activities despite academic challenges generally exhibit higher levels of achievement and adaptability than those who abandon goals prematurely. Likewise, educational leaders who remain committed to institutional improvement despite

resource limitations are more likely to achieve sustainable educational outcomes (OECD, 2020; UNESCO, 2021).

Despite these important contributions, existing literature generally examines determination as an independent psychological or behavioural construct. Comparatively little attention has been given to its philosophical integration with strategic planning as complementary determinants of self-reliance and dependable achievement. Furthermore, the behavioural characteristics of the wolverine—particularly its persistence in securing resources, resilience under harsh environmental conditions, and unwavering commitment to survival—have rarely been explored as a conceptual foundation for understanding determination. The Strategic Wolverine Theory (TSWT) addresses this gap by proposing that determination, when combined with strategic planning, forms one of the two fundamental pillars through which individuals, organisations, and institutions achieve self-reliance and dependable achievement.

3. Self-Reliance

Self-reliance is widely recognised as the capacity of individuals, organisations, and institutions to depend primarily on their own abilities, knowledge, skills, resources, and sound judgement in achieving desired goals. It promotes independence, initiative, responsibility, innovation, and resilience while reducing unnecessary dependence on external assistance. Across philosophy, psychology, education, leadership, and organisational management, self-reliance has been regarded as a fundamental attribute for sustainable development and long-term success (Emerson, 1841; Covey, 1989).

The philosophical foundations of self-reliance can be traced to Emerson (1841), who argued that individuals achieve meaningful progress by trusting their own abilities, exercising independent judgement, and accepting responsibility for their actions. Emerson viewed self-reliance as a moral and intellectual virtue that enables individuals to act with confidence, originality, and integrity rather than relying excessively on external approval or direction. This perspective continues to influence contemporary thinking on personal development and leadership.

In leadership and organisational management, self-reliance is closely associated with empowerment, responsible decision-making, and institutional sustainability. Covey (1989) contends that highly effective individuals and organisations cultivate proactive behaviour by assuming responsibility for their decisions and actions rather than attributing outcomes to external circumstances. Similarly, Drucker (1954) emphasised

that effective organisations develop internal capabilities that enable them to solve problems, innovate, and sustain performance in changing environments.

Within development studies, self-reliance has been recognised as an essential principle for sustainable social and economic progress. Communities and institutions that effectively mobilise local knowledge, human capital, and available resources are generally more resilient and better positioned to respond to emerging challenges than those that depend primarily on external support. Consequently, self-reliance has become an important objective in education, governance, entrepreneurship, and community development because it strengthens institutional capacity and promotes long-term sustainability (Sen, 1999; UNESCO, 2021).

From a behavioural perspective, the wolverine provides a compelling example of self-reliance. It survives independently in harsh and unpredictable environments through strategic resource management, adaptability, persistence, and the efficient utilisation of available opportunities. Its habit of storing food for future scarcity, defending vital resources, and relying on its own capabilities for survival demonstrates a high degree of independence and preparedness. These observable characteristics illustrate that self-reliance is strengthened through deliberate planning and unwavering determination rather than through chance or external dependence.

Despite the significant contributions of existing scholarship, self-reliance has generally been examined as an outcome of personal independence, leadership capacity, or organisational capability. Comparatively little attention has been devoted to explaining how strategic planning and determination interact as complementary antecedents of self-reliance within a unified philosophical framework. The Strategic Wolverine Theory (TSWT) addresses this gap by proposing that self-reliance is a natural consequence of purposeful strategic planning combined with sustained determination, thereby providing a foundation for dependable achievement across individuals, organisations, and institutions.

4. Dependable Achievement

Dependable achievement refers to the consistent and sustainable attainment of intended goals through responsible action, effective planning, perseverance, and the efficient utilisation of available resources. Unlike temporary or incidental success, dependable achievement emphasises reliability, continuity, accountability, and the ability to produce predictable positive outcomes over time. Consequently, dependable achievement has become an important objective in leadership, organisational management, education, public

administration, and sustainable development because it reflects long-term effectiveness rather than isolated accomplishments (Drucker, 1954; Collins, 2001).

Within management theory, dependable achievement is closely associated with organisational effectiveness and sustained performance. Drucker (1954) argued that effective organisations consistently achieve their objectives through disciplined management, clear planning, prudent resource utilisation, and continuous evaluation of results. Similarly, Collins (2001) demonstrated that organisations achieving enduring excellence are characterised by disciplined people, disciplined thought, and disciplined action, enabling them to sustain high levels of performance over prolonged periods.

Strategic management scholars further contend that dependable achievement depends upon deliberate planning and the ability to anticipate environmental changes. Porter (1985) emphasised that organisations maintain superior performance by developing sustainable competitive advantages through strategic positioning and effective resource allocation. Bryson (2018) similarly argues that strategic planning strengthens organisational capacity to respond to uncertainty while improving accountability, efficiency, and long-term institutional success.

In education, dependable achievement extends beyond examination performance to include sustained improvements in teaching, learning, leadership, curriculum implementation, institutional effectiveness, learner development, and stakeholder confidence. Educational institutions that consistently produce quality outcomes typically demonstrate effective planning, committed leadership, prudent resource management, and continuous organisational improvement (UNESCO, 2021; OECD, 2020). These characteristics reinforce the importance of combining strategic preparation with sustained commitment in achieving reliable educational outcomes.

The behavioural characteristics of the wolverine provide a practical illustration of dependable achievement. Through strategic food caching, efficient resource utilisation, adaptability, resilience, and persistent effort, the wolverine consistently survives and thrives in some of the world's most demanding environments. Its success is not accidental but results from deliberate preparation combined with unwavering determination. These observable behaviours demonstrate that dependable achievement is realised through sustained commitment supported by strategic planning rather than through isolated effort or favourable circumstances.

Although existing literature has extensively examined organisational performance, leadership effectiveness, and sustainable success, comparatively little attention has been given to dependable achievement as the outcome of the interaction between strategic planning, determination, and self-reliance within a unified philosophical framework. The Strategic Wolverine Theory (TSWT) addresses this gap by proposing that dependable achievement is the natural outcome of strategic planning and determination operating together to strengthen self-reliance. In doing so, the theory provides an integrated explanation of sustainable success applicable to individuals, organisations, institutions, and society.

5. Research Gap

The reviewed literature demonstrates that strategic planning, determination, self-reliance, and dependable achievement have each received considerable scholarly attention across strategic management, psychology, leadership, education, organisational behaviour, and public administration. Strategic management scholars have emphasised the importance of deliberate planning, environmental analysis, and prudent resource allocation in achieving organisational effectiveness and sustainable performance (Ansoff, 1965; Bryson, 2018; Porter, 1985). Similarly, psychological research has established determination, self-efficacy, perseverance, and grit as important predictors of long-term success and resilience (Bandura, 1997; Duckworth et al., 2007). Other scholars have highlighted self-reliance as an essential attribute for responsible leadership, institutional sustainability, and community development (Covey, 1989; Sen, 1999), while organisational theorists have associated dependable achievement with disciplined leadership, effective management, and continuous organisational improvement (Drucker, 1954; Collins, 2001).

Despite these significant contributions, the existing body of knowledge presents three important gaps. First, the four constructs have largely been examined independently or within discipline-specific perspectives, with limited effort to integrate them into a single philosophical framework explaining their interdependence. Second, although strategic planning and determination have individually been recognised as important determinants of success, little scholarship has explicitly examined how these two constructs interact as complementary pillars for promoting self-reliance and dependable achievement. Third, existing theories have paid minimal attention to the behavioural characteristics of the wolverine (*Gulo gulo*) as a source of philosophical insight for theory development, despite the animal's observable demonstration of strategic planning through food caching, prudent resource management, persistence, adaptability, resilience, and independent survival.

These gaps limit the availability of an integrated philosophical explanation capable of guiding individuals, organisations, institutions, and policymakers in understanding how purposeful preparation and sustained determination jointly contribute to sustainable success. Consequently, there remains a need for an original theory that synthesises these constructs into a coherent conceptual framework while drawing inspiration from observable natural behaviour.

The Strategic Wolverine Theory (TSWT) was therefore developed to address these gaps. The theory advances the proposition that strategic planning and determination are the fundamental pillars of self-reliance and dependable achievement. By integrating established scholarship with the distinctive behavioural characteristics of the wolverine, TSWT provides a novel philosophical framework that contributes to theory development and offers practical guidance for leadership, education, organisational management, entrepreneurship, governance, and community development.

III. METHODS OF STUDY

1. Philosophical Research Design

This study adopted a philosophical research design to develop the Strategic Wolverine Theory (TSWT). A philosophical research design was considered appropriate because the study sought to formulate an original theory by critically examining concepts, synthesising existing scholarly knowledge, and interpreting the observable behavioural characteristics of the wolverine (Gulo gulo) within a coherent philosophical framework. Unlike empirical studies that primarily generate knowledge through experimentation or statistical analysis, philosophical inquiry develops theoretical knowledge through logical reasoning, conceptual clarification, critical reflection, and the systematic integration of existing scholarship (Ravitch & Riggan, 2017; Jaccard & Jacoby, 2020).

The philosophical approach enabled the study to explore the relationships among the principal concepts of strategic planning, determination, self-reliance, and dependable achievement, and to explain how these concepts interact to form a unified theoretical framework. It also provided the intellectual foundation for translating the observable behavioural characteristics of the wolverine into philosophical principles applicable to human behaviour, leadership, organisational management, education, entrepreneurship, governance, and community development.

The choice of a philosophical research design was further justified by the study's objective of developing a conceptual theory rather than testing existing hypotheses. Consequently,

emphasis was placed on conceptual interpretation, logical coherence, theoretical integration, and scholarly argumentation to ensure that the Strategic Wolverine Theory contributes meaningfully to contemporary knowledge and provides a credible framework for future empirical validation.

2. Conceptual Analysis

Conceptual analysis was employed to examine and clarify the principal constructs underpinning the Strategic Wolverine Theory (TSWT), namely strategic planning, determination, self-reliance, and dependable achievement. Conceptual analysis is a recognised approach in philosophical and theoretical research that involves critically examining the meaning, characteristics, relationships, and application of concepts to establish a coherent theoretical foundation (Walker & Avant, 2019; Jabareen, 2009).

The analysis involved reviewing scholarly definitions, theoretical interpretations, and practical applications of each construct across strategic management, psychology, leadership, education, and organisational studies. Similarities, differences, and conceptual relationships were identified and critically evaluated to determine how the constructs collectively contribute to sustainable individual, organisational, and institutional success. Particular attention was given to identifying conceptual overlaps, eliminating ambiguity, and establishing clear operational meanings consistent with the objectives of the Strategic Wolverine Theory.

The four concepts were subsequently synthesised into an integrated philosophical framework. Strategic planning was conceptualised as the deliberate process of anticipating future conditions, setting priorities, and preparing appropriate courses of action. Determination was interpreted as sustained commitment and perseverance in pursuing established goals despite adversity. Self-reliance was viewed as the capacity to utilise one's own capabilities and available resources effectively, while dependable achievement was conceptualised as the consistent and sustainable attainment of intended objectives through responsible action and continuous improvement.

The conceptual analysis further established the logical relationships among these constructs. It demonstrated that strategic planning provides purposeful direction, determination sustains commitment to planned actions, self-reliance emerges from the effective integration of planning and determination, and dependable achievement represents the cumulative outcome of these interacting processes. This conceptual synthesis provided the intellectual foundation upon which the Strategic Wolverine Theory was developed.

3. Literature Synthesis

Literature synthesis was undertaken to integrate existing scholarly knowledge relevant to the development of the Strategic Wolverine Theory (TSWT). Unlike a traditional literature review that primarily summarises previous studies, literature synthesis critically compares, evaluates, and combines evidence from diverse sources to establish new theoretical insights and identify unresolved knowledge gaps (Booth et al., 2016; Torraco, 2016).

The synthesis drew upon interdisciplinary literature from strategic management, psychology, leadership, organisational behaviour, education, public administration, and philosophy. Seminal and contemporary scholarly works relating to strategic planning, determination, self-reliance, and dependable achievement were critically examined to identify areas of convergence, divergence, and complementarity. Particular attention was given to theories explaining planning, perseverance, organisational effectiveness, leadership, resilience, and sustainable performance.

The reviewed literature demonstrated that although substantial scholarship exists on each of the four constructs, these concepts have generally been investigated independently or within discipline-specific theoretical frameworks. Existing theories provide valuable explanations of strategic planning, determination, organisational effectiveness, and personal resilience, yet they offer limited integration of these constructs into a unified philosophical framework capable of explaining their combined influence on self-reliance and dependable achievement.

The literature synthesis further established that the observable behavioural characteristics of the wolverine have received minimal attention as a source of philosophical insight for theory development. Consequently, the synthesis identified an opportunity to integrate established scholarly knowledge with natural behavioural observations to formulate an original conceptual framework. This integration provided the intellectual bridge between existing scholarship and the development of the Strategic Wolverine Theory.

Accordingly, literature synthesis served as a critical methodological process through which established theories, empirical evidence, and philosophical perspectives were systematically integrated with the behavioural characteristics of the wolverine. This process ensured that the Strategic Wolverine Theory was firmly grounded in existing scholarship while making an original contribution to contemporary theory development.

4. Observational Behavioural Analysis

Observational behavioural analysis was employed to examine the distinctive behavioural characteristics of the wolverine (*Gulo gulo*) that informed the development of the Strategic Wolverine Theory (TSWT). This method involved the systematic examination and interpretation of documented behavioural patterns reported in wildlife ecology, zoological studies, conservation literature, and other authoritative scientific sources. The purpose was not to investigate the biological characteristics of the species per se, but to identify behavioural attributes that could provide a sound philosophical basis for theory development (Inman et al., 2012; Copeland et al., 2010).

The analysis focused on behavioural characteristics that consistently distinguish the wolverine from many other wildlife species. These included strategic food caching, prudent resource management, persistence in overcoming obstacles, adaptability to harsh environmental conditions, resilience, independence, territorial responsibility, opportunistic resource utilisation, and sustained survival under conditions of uncertainty. These behaviours were examined for their conceptual relevance to strategic planning, determination, self-reliance, and dependable achievement.

Each behavioural characteristic was critically interpreted within a philosophical rather than a biological context. For example, the wolverine's practice of storing food for future use was interpreted as evidence of strategic planning and preparedness, while its persistence in securing resources despite environmental adversity was interpreted as an expression of determination and resilience. Likewise, its ability to survive independently in demanding environments was viewed as a practical illustration of self-reliance, whereas its consistent capacity to secure long-term survival demonstrated dependable achievement. This interpretive process enabled observable natural behaviour to be translated into concepts applicable to human behaviour, leadership, organisational management, education, entrepreneurship, and public administration.

To enhance conceptual credibility, behavioural interpretations were compared with established scholarly literature on strategic management, psychology, leadership, and organisational theory. Only behavioural characteristics that demonstrated logical consistency with the theoretical constructs under investigation were incorporated into the Strategic Wolverine Theory. This process ensured that the philosophical propositions advanced by the theory remained firmly anchored in documented behavioural evidence while maintaining relevance to contemporary scholarly discourse.

Accordingly, observational behavioural analysis provided the empirical inspiration for the Strategic Wolverine Theory by establishing a logical relationship between the documented behaviour of the wolverine and the philosophical principles of strategic planning, determination, self-reliance, and dependable achievement.

5. Theory Development Process

The Strategic Wolverine Theory (TSWT) was developed through a systematic theory development process that integrated philosophical inquiry, conceptual analysis, literature synthesis, observational behavioural analysis, and logical reasoning. The objective of this process was to formulate an original philosophical framework that explains how strategic planning and determination function as the fundamental pillars of self-reliance and dependable achievement.

The theory development process commenced with the identification of a theoretical gap following an extensive review and synthesis of literature relating to strategic planning, determination, self-reliance, and dependable achievement. Although existing scholarship had extensively examined these concepts, the review established that they were predominantly investigated independently or within discipline-specific theoretical perspectives. Furthermore, limited scholarly attention had been devoted to integrating these constructs into a unified philosophical framework informed by the observable behavioural characteristics of the wolverine.

Following the identification of this gap, the principal concepts underpinning the study were critically analysed to establish their meanings, relationships, and philosophical significance. This conceptual clarification provided a coherent foundation for integrating the four constructs into a single theoretical framework. Concurrently, documented behavioural characteristics of the wolverine were systematically examined to identify observable behaviours that demonstrated strategic planning, determination, self-reliance, and dependable achievement.

The identified concepts and behavioural characteristics were subsequently synthesised through philosophical reflection and logical reasoning. This synthesis enabled the translation of observable natural behaviour into general philosophical principles applicable to individuals, organisations, institutions, leadership, education, entrepreneurship, governance, and community development. Throughout the process, the proposed relationships among the constructs were continuously evaluated to ensure conceptual consistency, logical coherence, and theoretical plausibility.

The final stage of theory development involved formulating the core proposition, assumptions, principles, and conceptual framework of the Strategic Wolverine Theory. These components were organised into an integrated philosophical framework that explains how strategic planning and determination interact to strengthen self-reliance and ultimately promote dependable achievement. The resulting theory therefore represents a systematic synthesis of established scholarship, documented behavioural observations, and philosophical reasoning, providing an original contribution to contemporary theory development.

6. Inductive Reasoning

This study employed inductive reasoning as the principal logical approach for developing the Strategic Wolverine Theory (TSWT). Inductive reasoning is a theory-building approach that derives general principles and theoretical explanations from specific observations, patterns, and evidence rather than testing predetermined hypotheses (Thomas, 2006; Creswell & Creswell, 2023). The approach was considered appropriate because the objective of the study was to formulate a new philosophical theory from the documented behavioural characteristics of the wolverine and their relationship to established scholarly concepts.

The inductive process began with the systematic observation and analysis of the wolverine's distinctive behavioural characteristics, including strategic food caching, prudent resource management, persistence, resilience, adaptability, independent survival, and opportunistic utilisation of available resources. These observable behaviours were examined alongside existing literature on strategic planning, determination, self-reliance, and dependable achievement to identify recurring conceptual patterns and logical relationships. Through philosophical reflection and conceptual interpretation, the identified behavioural patterns were progressively synthesised into broader theoretical propositions. Rather than treating each behavioural characteristic as an isolated phenomenon, the study examined how these characteristics collectively demonstrated purposeful preparation, sustained commitment, independent action, and consistent success. This analytical process enabled the formulation of general philosophical principles applicable beyond the natural behaviour of the wolverine to individuals, organisations, institutions, leadership, education, entrepreneurship, governance, and community development.

The inductive reasoning process culminated in the formulation of the central proposition of the Strategic Wolverine Theory, namely that strategic planning and determination are the fundamental pillars of self-reliance and dependable

achievement. This proposition emerged from the logical integration of documented behavioural observations with established scholarly knowledge, thereby providing a coherent philosophical explanation of how deliberate planning and sustained determination interact to promote sustainable success.

The use of inductive reasoning therefore ensured that the Strategic Wolverine Theory was developed through a systematic progression from specific behavioural observations to general philosophical principles. This approach strengthened the logical coherence, conceptual credibility, and scholarly contribution of the theory while providing a sound foundation for future empirical validation and practical application.

IV. FINDINGS

The findings present the outcome of the philosophical inquiry, conceptual analysis, literature synthesis, observational behavioural analysis, and inductive reasoning undertaken in this study. They demonstrate how the observable behavioural characteristics of the wolverine were systematically interpreted and synthesised into the Strategic Wolverine Theory (TSWT). The findings further present the theory's central proposition, philosophical principles, assumptions, propositions, and conceptual framework, thereby providing an integrated explanation of how strategic planning and determination interact to promote self-reliance and dependable achievement.

1. Behavioural Characteristics of the Wolverine

The findings of this study indicate that the wolverine (*Gulo gulo*) exhibits several distinctive behavioural characteristics that collectively provide the philosophical foundation for the Strategic Wolverine Theory (TSWT). A synthesis of zoological, ecological, and conservation literature revealed that the wolverine consistently demonstrates strategic planning, determination, prudent resource management, resilience, adaptability, self-reliance, and dependable survival under harsh and unpredictable environmental conditions (Copeland et al., 2010; Inman et al., 2012; Persson et al., 2017). These characteristics were found to be conceptually relevant to understanding sustainable success in individuals, organisations, and institutions.

One of the most distinctive behaviours observed is the wolverine's practice of strategic food caching. The wolverine stores surplus food beneath snow, rocks, logs, or vegetation for future consumption during periods of food scarcity. This behaviour demonstrates deliberate preparation, anticipation of future uncertainty, and prudent management of available resources. Rather than relying solely on immediate

opportunities, the wolverine prepares for future challenges through purposeful planning, illustrating the importance of strategic planning in achieving long-term survival.

The findings further indicate that the wolverine displays exceptional determination and persistence. Despite its relatively small size compared with many predators, it persistently searches for food over long distances, protects valuable resources, and survives in some of the world's most demanding environments. This unwavering commitment to survival illustrates resilience, perseverance, courage, and sustained effort in the pursuit of desired outcomes despite adversity.

The study also found that the wolverine demonstrates a remarkable degree of self-reliance. It survives independently by relying on its own capabilities, instincts, and efficient utilisation of available resources rather than depending on group cooperation. This behavioural characteristic reflects personal responsibility, initiative, adaptability, and confidence in responding to changing environmental conditions. Such independence provides a practical illustration of self-reliance as a prerequisite for sustainable success.

Another important finding relates to the wolverine's resourcefulness and adaptability. The species effectively combines hunting, scavenging, and food storage to maximise survival opportunities under changing environmental conditions. Rather than depending upon a single strategy, it adjusts its behaviour according to available opportunities while maintaining its long-term objective of survival. This flexibility demonstrates that dependable achievement requires both strategic preparation and adaptive decision-making.

Collectively, these behavioural characteristics demonstrate that the wolverine's survival is not accidental but results from the effective interaction of strategic planning, determination, prudent resource management, adaptability, and self-reliance. These findings therefore provided the philosophical basis for the development of the Strategic Wolverine Theory (TSWT), which proposes that strategic planning and determination are the fundamental pillars of self-reliance and dependable achievement.

2. Development of the Strategic Wolverine Theory (TSWT)

The Strategic Wolverine Theory (TSWT) was developed through the systematic integration of philosophical inquiry, conceptual analysis, literature synthesis, observational behavioural analysis, and inductive reasoning. The theory emerged from the finding that the wolverine (*Gulo gulo*) consistently demonstrates behavioural characteristics that

collectively explain how strategic planning and determination contribute to self-reliance and dependable achievement. Rather than viewing these behaviours as isolated survival mechanisms, the study interpreted them as interconnected philosophical principles applicable to human behaviour, leadership, organisational management, education, entrepreneurship, governance, and institutional development.

The development of the theory began with the identification of four interrelated constructs: strategic planning, determination, self-reliance, and dependable achievement. A comprehensive review of the literature established that these constructs had received considerable scholarly attention individually but had rarely been integrated into a single philosophical framework. The analysis further revealed that existing theories did not adequately explain how strategic planning and determination function together as complementary drivers of self-reliance and dependable achievement.

The documented behavioural characteristics of the wolverine subsequently provided the empirical inspiration for integrating these constructs. Strategic food caching illustrated deliberate planning and preparedness for future uncertainty. Persistent pursuit of resources under harsh environmental conditions demonstrated determination and resilience. Independent survival reflected self-reliance, while the species' consistent ability to survive and thrive despite environmental adversity illustrated dependable achievement. These behavioural characteristics were interpreted philosophically rather than biologically, allowing their underlying principles to be applied beyond wildlife ecology to broader human and organisational contexts.

The integration of these findings resulted in the formulation of the Strategic Wolverine Theory, which proposes that strategic planning and determination function together as complementary and mutually reinforcing pillars that strengthen self-reliance and ultimately produce dependable achievement. Within the theory, strategic planning provides purposeful direction through anticipation, preparation, and prudent resource management, whereas determination sustains commitment, perseverance, and resilience during implementation. Their interaction strengthens self-reliance by enabling individuals and organisations to depend confidently upon their capabilities and available resources. Consequently, dependable achievement emerges as the sustained outcome of this dynamic relationship.

The Strategic Wolverine Theory therefore extends existing scholarship by providing an original philosophical explanation of the relationship among strategic planning, determination,

self-reliance, and dependable achievement. Grounded in documented behavioural evidence and supported by established scholarly literature, the theory offers a coherent conceptual framework capable of informing research, leadership, education, organisational management, entrepreneurship, public administration, and policy development. It also provides a foundation for future empirical studies designed to validate and refine its propositions across diverse disciplinary contexts.

3. Core Proposition of the Strategic Wolverine Theory (TSWT)

The central finding of this study is the formulation of the Strategic Wolverine Theory (TSWT), which advances the following core proposition:

The Strategic Wolverine Theory (TSWT) posits that strategic planning and determination are the fundamental pillars of self-reliance and dependable achievement.

This proposition emerged from the synthesis of philosophical inquiry, conceptual analysis, literature synthesis, observational behavioural analysis, and inductive reasoning. The study found that the documented behavioural characteristics of the wolverine consistently demonstrate a logical relationship between purposeful preparation, sustained commitment, independent action, and long-term survival. These behavioural patterns provided the philosophical foundation upon which the Strategic Wolverine Theory was formulated.

Within the theory, strategic planning represents the deliberate process of anticipating future opportunities and challenges, establishing priorities, preparing appropriate responses, and utilising available resources prudently to achieve intended objectives. Strategic planning provides direction by reducing uncertainty, improving preparedness, and promoting informed decision-making. It therefore serves as the guiding pillar that shapes purposeful action and long-term sustainability.

Determination represents the sustained commitment to pursue established goals despite obstacles, uncertainty, setbacks, and changing circumstances. It reflects persistence, resilience, discipline, courage, and unwavering commitment to purposeful action. Determination enables individuals, organisations, and institutions to implement strategic plans effectively while maintaining focus on long-term objectives.

The theory further proposes that self-reliance naturally develops when strategic planning and determination operate together. Deliberate planning strengthens preparedness and prudent resource utilisation, while determination sustains

implementation despite adversity. Their interaction enhances confidence, independence, adaptability, and responsible decision-making, thereby reducing unnecessary dependence on external support and strengthening internal capability.

Consequently, the theory identifies dependable achievement as the ultimate outcome of the interaction between strategic planning, determination, and self-reliance. Dependable achievement extends beyond temporary success by emphasising consistent, sustainable, and reliable attainment of intended goals through responsible planning, persistent effort, prudent resource management, and continuous adaptation to changing circumstances.

Accordingly, the Strategic Wolverine Theory provides a unified philosophical explanation demonstrating that sustainable success is not determined by strength, favourable circumstances, or abundant resources alone. Rather, dependable achievement is realised when strategic planning provides purposeful direction, determination sustains purposeful action, and both operate together to strengthen self-reliance. This proposition constitutes the central philosophical contribution of the Strategic Wolverine Theory and provides the foundation for its principles, assumptions, propositions, and practical applications.

4. Principles of the Strategic Wolverine Theory (TSWT)

The Strategic Wolverine Theory (TSWT) is underpinned by eight philosophical principles derived from the observable behavioural characteristics of the wolverine (*Gulo gulo*). These principles explain how strategic planning and determination promote self-reliance and dependable achievement across individuals, organisations, and institutions.

Principle 1: The Principle of Strategic Preparedness

The theory maintains that sustainable achievement begins with deliberate preparation. Just as the wolverine strategically stores food to meet future needs, individuals and organisations should anticipate future opportunities and challenges, prepare adequately, and utilise available resources wisely before uncertainty arises.

Principle 2: The Principle of Purposeful Determination

The theory asserts that meaningful achievement requires unwavering commitment to established goals. The wolverine persistently pursues survival despite harsh environmental conditions, demonstrating that determination enables continued progress even when obstacles threaten success.

Principle 3: The Principle of Prudent Resource Management

The theory contends that dependable achievement depends upon the effective acquisition, preservation, and utilisation of available resources. Strategic use of limited resources strengthens preparedness, reduces vulnerability, and promotes long-term sustainability.

Principle 4: The Principle of Self-Reliance

The theory maintains that genuine self-reliance develops when individuals and organisations deliberately strengthen their internal capabilities, make responsible decisions, and maximise available opportunities rather than depending unnecessarily on external assistance.

Principle 5: The Principle of Adaptive Resilience

The theory asserts that changing environments require continuous adaptation without abandoning long-term objectives. Sustainable success depends upon the ability to respond intelligently to emerging challenges while maintaining commitment to strategic direction.

Principle 6: The Principle of Resourcefulness

The theory contends that successful individuals and organisations recognise, secure, and utilise available opportunities effectively. Like the wolverine, which combines hunting, scavenging, and food caching according to environmental conditions, sustainable achievement requires creativity, flexibility, and prudent exploitation of available resources.

Principle 7: The Principle of Responsible Stewardship

The theory maintains that strategic planning should be accompanied by responsible management and protection of valuable resources. Long-term success depends not only upon acquiring resources but also upon preserving and utilising them responsibly for future benefit.

Principle 8: The Principle of Dependable Achievement

The theory concludes that dependable achievement is realised when strategic planning and determination operate together to strengthen self-reliance. Sustainable success therefore results from purposeful preparation, disciplined execution, responsible resource management, adaptability, and persistent commitment rather than from favourable circumstances alone.

5. Assumptions of the Strategic Wolverine Theory (TSWT)

The Strategic Wolverine Theory (TSWT) is founded on the following assumptions:

- Strategic planning is indispensable for sustainable success. The theory assumes that individuals, organisations, and

institutions that deliberately anticipate future opportunities and challenges are more likely to achieve dependable outcomes than those that rely on spontaneous or reactive decision-making.

- Determination sustains the implementation of strategic plans. The theory assumes that even well-formulated plans cannot produce dependable achievement unless they are supported by persistence, resilience, discipline, and continuous commitment.
- Self-reliance develops through purposeful preparation and sustained determination. The theory assumes that strategic planning and determination strengthen internal capability, confidence, responsible decision-making, and prudent resource utilisation, thereby reducing unnecessary dependence on external support.
- Available resources should be utilised strategically. The theory assumes that sustainable achievement depends more on the effective management and utilisation of available resources than on the abundance of those resources.
- Adaptability enhances long-term success. The theory assumes that changing environmental conditions require individuals and organisations to adjust their strategies while maintaining commitment to their long-term objectives.
- Observable natural behaviour can provide valid philosophical insights for human and organisational development. The theory assumes that documented behavioural characteristics of the wolverine can be interpreted philosophically to generate principles applicable to leadership, education, organisational management, entrepreneurship, governance, and community development.
- Dependable achievement is the outcome of interacting behavioural and strategic processes. The theory assumes that dependable achievement is not accidental but results from the continuous interaction of strategic planning, determination, self-reliance, prudent resource management, and adaptive behaviour.

These assumptions provide the philosophical foundation upon which the Strategic Wolverine Theory is constructed. They establish the conditions under which the theory explains the relationship between strategic planning, determination, self-reliance, and dependable achievement, and they guide the formulation of the theory's propositions and practical applications.

6. Propositions of the Strategic Wolverine Theory (TSWT)

The Strategic Wolverine Theory (TSWT) advances the following propositions:

- Proposition 1: Strategic planning positively influences self-reliance by enhancing preparedness, prudent resource utilisation, and informed decision-making.
- Proposition 2: Determination positively influences self-reliance by strengthening persistence, resilience, discipline, and sustained commitment towards long-term goals.
- Proposition 3: Strategic planning and determination operate as complementary and mutually reinforcing constructs in promoting self-reliance.
- Proposition 4: Self-reliance positively influences dependable achievement by strengthening independence, adaptability, responsible action, and effective utilisation of available resources.
- Proposition 5: The interaction between strategic planning, determination, and self-reliance positively influences dependable achievement.
- Proposition 6: Individuals, organisations, and institutions that deliberately integrate strategic planning with sustained determination are more likely to achieve dependable and sustainable success than those that rely on either construct independently.
- Proposition 7: The observable behavioural characteristics of the wolverine provide a valid philosophical basis for explaining the relationship between strategic planning, determination, self-reliance, and dependable achievement.

Collectively, these propositions explain the causal and complementary relationships among the principal constructs of the Strategic Wolverine Theory. They further provide a theoretical foundation for future empirical studies seeking to validate, refine, or extend the theory across diverse disciplines, including education, leadership, organisational management, entrepreneurship, governance, and public administration.

7. Conceptual Framework of the Strategic Wolverine Theory (TSWT)

The conceptual framework of the Strategic Wolverine Theory (TSWT) illustrates the philosophical relationships among the four principal constructs of the theory. The framework is founded on the proposition that strategic planning and determination function as the independent and complementary pillars that strengthen self-reliance, which subsequently promotes dependable achievement. The framework demonstrates that sustainable success is realised through the dynamic interaction of these constructs rather than through isolated actions or favourable circumstances.

Within the framework, strategic planning represents the deliberate process of anticipating future opportunities and

challenges, establishing priorities, preparing appropriate responses, and managing available resources prudently. It provides direction by reducing uncertainty, enhancing preparedness, and supporting informed decision-making. Determination represents sustained commitment, perseverance, resilience, discipline, and purposeful action during the implementation of strategic plans. Together, these two constructs reinforce one another, enabling individuals and organisations to pursue long-term objectives consistently despite adversity.

The interaction between strategic planning and determination strengthens self-reliance, which occupies the central position within the framework. Self-reliance reflects the ability of individuals, organisations, and institutions to utilise their capabilities, knowledge, experience, and available resources effectively while responding confidently to emerging challenges. The framework therefore conceptualises self-reliance as the immediate outcome of purposeful planning supported by sustained determination.

The framework further proposes that strengthened self-reliance leads to dependable achievement, defined as the consistent and sustainable attainment of intended goals through responsible planning, disciplined implementation, adaptability, prudent resource management, and continuous improvement. Dependable achievement therefore represents the ultimate outcome of the Strategic Wolverine Theory.

The framework also recognises that the relationship among the principal constructs may be influenced by contextual factors. Moderating variables such as leadership effectiveness, resource availability, organisational culture, technological advancement, and government policy may either strengthen or weaken the influence of strategic planning and determination on self-reliance and dependable achievement. Nevertheless, the theory maintains that strategic planning and determination remain the primary philosophical pillars underpinning sustainable success. Accordingly, the conceptual framework provides a logical representation of the Strategic Wolverine Theory by demonstrating that strategic planning and determination interact to strengthen self-reliance, which in turn promotes dependable achievement. The framework therefore serves as both a philosophical model for understanding sustainable success and a practical guide for future empirical research across education, leadership, organisational management, entrepreneurship, governance, and related disciplines.



Philosophical Interpretation of the Strategic Wolverine Theory (TSWT) Conceptual Framework

The conceptual framework of the Strategic Wolverine Theory (TSWT) presents a philosophical explanation of the relationship between strategic planning, determination, self-reliance, and dependable achievement. The framework illustrates that strategic planning and determination constitute the two independent philosophical pillars that influence the attainment of self-reliance and dependable achievement, while leadership effectiveness and resource availability moderate these relationships.

From a philosophical perspective, strategic planning represents the intellectual dimension of purposeful action. It embodies foresight, deliberate preparation, anticipation of future opportunities and challenges, prudent resource management, and informed decision-making. The framework proposes that individuals, organisations, and institutions that deliberately plan for the future establish a firm foundation upon which sustainable achievement can be built. Strategic planning therefore provides direction, purpose, and order to human action.

Conversely, determination represents the behavioural and moral dimension of purposeful action. It reflects persistence, resilience, discipline, courage, and unwavering commitment to pursuing established goals despite adversity. The framework recognises that planning alone is insufficient unless accompanied by the determination required to implement planned actions consistently. Consequently, determination transforms strategic intentions into practical achievements through sustained effort and perseverance.

The framework further proposes that self-reliance emerges as the first major outcome of the interaction between strategic

planning and determination. Philosophically, self-reliance is not viewed merely as independence from external assistance but as the capacity to utilise one's knowledge, skills, experience, judgement, and available resources responsibly and confidently. Individuals and organisations that combine thoughtful planning with persistent determination strengthen their internal capabilities, thereby reducing unnecessary dependence on external support while increasing adaptability and resilience.

The framework also identifies dependable achievement as the ultimate outcome of the interaction between strategic planning and determination. Dependable achievement extends beyond temporary success by emphasising consistency, sustainability, responsibility, and long-term effectiveness. The theory therefore argues that achievement becomes dependable when it is founded upon deliberate preparation, disciplined implementation, prudent resource utilisation, and continuous commitment to established objectives.

The moderating variables, namely leadership effectiveness and resource availability, acknowledge that the influence of strategic planning and determination may vary according to contextual conditions. Effective leadership strengthens vision, coordination, motivation, accountability, and strategic execution, while adequate resources enhance the implementation of planned activities and sustain organisational performance. These moderating factors may strengthen or weaken the influence of the independent variables on the dependent variables; however, they do not replace the central role of strategic planning and determination within the theory. The framework ultimately demonstrates that sustainable success is neither accidental nor solely dependent upon intelligence, physical strength, favourable circumstances, or abundant resources. Rather, the Strategic Wolverine Theory philosophically contends that dependable achievement is realised when strategic planning provides purposeful direction, determination sustains purposeful action, and together they promote self-reliance while operating within supportive leadership and resource environments. Inspired by the documented behavioural characteristics of the wolverine (*Gulo gulo*), the framework offers a coherent philosophical model for understanding sustainable success across education, leadership, organisational management, entrepreneurship, governance, and community development.

V. DISCUSSION

1. Interpretation of the Findings

The findings of this study demonstrate that the behavioural characteristics of the wolverine (*Gulo gulo*) provide a credible

philosophical foundation for explaining the relationship between strategic planning, determination, self-reliance, and dependable achievement. The study established that the wolverine consistently exhibits behaviours characterised by deliberate preparation, prudent resource management, persistence, resilience, adaptability, and independent survival. Through philosophical interpretation, these behavioural characteristics were synthesised into an original theoretical framework, resulting in the development of the Strategic Wolverine Theory (TSWT).

The findings further indicate that strategic planning and determination should not be viewed as isolated constructs but as complementary and mutually reinforcing pillars that collectively strengthen self-reliance and dependable achievement. This interpretation extends beyond much of the existing literature, which has generally examined strategic planning as a managerial process and determination as a psychological or behavioural attribute. The Strategic Wolverine Theory integrates these constructs into a unified philosophical explanation, demonstrating that effective planning provides purposeful direction while determination sustains the implementation of planned actions. Their interaction enhances internal capability, promotes responsible utilisation of available resources, and ultimately contributes to dependable achievement.

Another important finding is that self-reliance represents more than independence from external assistance. Within the Strategic Wolverine Theory, self-reliance emerges as a dynamic outcome of deliberate preparation and sustained determination. Individuals, organisations, and institutions that consistently plan strategically while remaining committed to their objectives are more likely to strengthen internal capacity, improve adaptability, and respond effectively to changing circumstances. This interpretation broadens conventional understandings of self-reliance by positioning it as a product of purposeful strategic behaviour rather than merely an individual characteristic.

The findings also demonstrate that dependable achievement should be understood as consistent and sustainable success rather than isolated accomplishment. Inspired by the behavioural characteristics of the wolverine, the theory argues that dependable achievement results from disciplined preparation, prudent resource management, continuous perseverance, and responsible action over time. This interpretation reinforces the view that sustainable success depends upon behavioural consistency rather than favourable circumstances alone.

Finally, the findings confirm that observable natural behaviour can provide valuable philosophical insights for theory development. By systematically interpreting documented behavioural characteristics of the wolverine, this study demonstrates that principles derived from nature can meaningfully inform leadership, education, organisational management, entrepreneurship, governance, and community development. Consequently, the Strategic Wolverine Theory extends the growing body of nature-inspired philosophical theories by providing a coherent explanation of how strategic planning and determination interact to promote self-reliance and dependable achievement across diverse human contexts.

2. Relationship with Existing Theories

The Strategic Wolverine Theory (TSWT) is informed by several established theories in strategic management, psychology, leadership, and organisational behaviour. However, rather than replacing these theories, it integrates and extends their contributions by providing a unified philosophical explanation of how strategic planning and determination function together to promote self-reliance and dependable achievement.

The theory shares common ground with Strategic Management Theory (Ansoff, 1965; Porter, 1985; Bryson, 2018), which emphasises deliberate planning, environmental analysis, resource allocation, and long-term organisational direction. Strategic Management Theory explains how organisations formulate and implement strategies to achieve competitive advantage and sustainable performance. The Strategic Wolverine Theory builds upon this perspective by arguing that strategic planning alone is insufficient unless it is accompanied by sustained determination. Consequently, TSWT broadens strategic management by integrating the behavioural dimension of perseverance into the planning process.

The Strategic Wolverine Theory also relates closely to Social Cognitive Theory (Bandura, 1997), particularly the concept of self-efficacy. Social Cognitive Theory proposes that individuals who believe in their capabilities are more likely to persevere and achieve desired outcomes. While this perspective explains the psychological basis of purposeful behaviour, TSWT extends it by demonstrating that confidence alone does not produce dependable achievement unless it is supported by strategic planning and sustained determination.

Similarly, the theory complements Grit Theory (Duckworth et al., 2007), which identifies perseverance and sustained passion for long-term goals as important determinants of achievement. The Strategic Wolverine Theory agrees that determination is indispensable for sustainable success but contends that

perseverance should operate within a framework of deliberate planning and prudent resource management. Thus, TSWT expands the explanatory scope of Grit Theory by integrating strategic foresight with behavioural persistence.

The theory also draws insight from the Resource-Based View (Barney, 1991), which argues that valuable, rare, inimitable, and well-organised resources provide the basis for sustainable competitive advantage. The Strategic Wolverine Theory acknowledges the importance of resources but argues that their value depends upon strategic planning and determined utilisation. Accordingly, resources are viewed as enablers of success rather than independent determinants of dependable achievement.

Despite these important contributions, none of the reviewed theories explicitly integrates strategic planning, determination, self-reliance, and dependable achievement into a single philosophical framework inspired by the documented behavioural characteristics of the wolverine (*Gulo gulo*). The Strategic Wolverine Theory therefore occupies a distinctive position within contemporary scholarship by combining established concepts from multiple disciplines into an original, coherent, and nature-inspired philosophical theory.

The originality of the Strategic Wolverine Theory lies in its central proposition that strategic planning and determination are the fundamental pillars of self-reliance and dependable achievement. This proposition extends existing scholarship by demonstrating that sustainable success is best understood through the interaction of deliberate preparation and unwavering commitment rather than through either construct in isolation. Consequently, the theory contributes a novel conceptual perspective capable of informing research, policy, leadership, education, organisational management, entrepreneurship, governance, and community development.

3. Contribution to Scholarship

The Strategic Wolverine Theory (TSWT) makes significant contributions to contemporary scholarship by introducing an original nature-inspired philosophical framework that explains how strategic planning and determination function as the fundamental pillars of self-reliance and dependable achievement. The theory contributes to the advancement of knowledge by integrating concepts that have traditionally been examined independently and organising them into a coherent philosophical model applicable across multiple disciplines.

Theoretical contribution of the theory: Existing scholarship has extensively examined strategic planning, determination, self-reliance, and organisational achievement within separate

disciplinary contexts. The Strategic Wolverine Theory extends this body of knowledge by integrating these constructs into a unified philosophical framework that explains their interdependence. By proposing that strategic planning and determination operate as complementary pillars leading to self-reliance and dependable achievement, the theory offers a broader explanation of sustainable success than existing theories that emphasise only planning, perseverance, leadership, or resources independently.

Philosophical contribution of the theory: The Strategic Wolverine Theory demonstrates that observable behavioural characteristics of wildlife can provide meaningful philosophical insights for understanding human behaviour and organisational development. By systematically interpreting the documented behaviours of the wolverine (*Gulo gulo*), the study illustrates how natural phenomena can be translated into universally applicable philosophical principles. This approach broadens the scope of nature-inspired theory development and encourages further philosophical exploration of observable behaviours in the natural world.

Methodological contribution of the theory: The study demonstrates how philosophical inquiry, conceptual analysis, literature synthesis, observational behavioural analysis, and inductive reasoning can be integrated systematically to develop an original theory. In doing so, it provides a methodological framework that may guide future scholars engaged in conceptual and philosophical theory development across different academic disciplines.

Practical contribution of the theory: The Strategic Wolverine Theory offers a conceptual framework capable of informing leadership practice, educational management, organisational development, entrepreneurship, governance, public administration, and community development. By emphasising strategic planning and determination as the foundation of self-reliance and dependable achievement, the theory provides practical guidance for improving decision-making, strengthening institutional capacity, promoting responsible resource utilisation, and enhancing sustainable performance. Further, the Strategic Wolverine Theory contributes to future research by generating clear assumptions, propositions, and conceptual relationships that can be examined empirically in different contexts. The theory therefore provides a foundation upon which subsequent studies may validate, refine, extend, or adapt its propositions across cultures, institutions, sectors, and disciplines. This potential for empirical testing enhances both the scientific value and the long-term relevance of the theory. Collectively, these contributions position the Strategic Wolverine Theory as an original and meaningful addition to

contemporary scholarship. By integrating established knowledge with the documented behavioural characteristics of the wolverine, the theory advances philosophical understanding of sustainable success while providing a versatile framework for future academic inquiry and practical application.

4. Practical Applications of the Strategic Wolverine Theory

The Strategic Wolverine Theory (TSWT) provides a practical philosophical framework that can be applied across diverse sectors where sustainable success depends upon deliberate planning, persistent commitment, self-reliance, and dependable performance. Although inspired by the behavioural characteristics of the wolverine (*Gulo gulo*), the theory extends beyond wildlife ecology by offering principles applicable to individuals, organisations, institutions, and society.

Within education, the theory provides guidance for educational leaders, teachers, and learners in promoting effective planning, responsible resource utilisation, and sustained commitment to educational goals. Educational institutions that strategically plan academic programmes, manage available resources prudently, and cultivate determination among staff and learners are more likely to improve curriculum implementation, institutional effectiveness, learner achievement, and overall educational quality. The theory therefore supports long-term educational improvement through deliberate preparation and consistent implementation.

In leadership, the Strategic Wolverine Theory emphasises that effective leadership extends beyond authority and decision-making to include strategic foresight, resilience, perseverance, and responsible stewardship of organisational resources. Leaders who combine thoughtful planning with unwavering determination are better positioned to guide organisations through uncertainty, strengthen institutional resilience, inspire confidence among followers, and achieve sustainable organisational success.

Within organisational management, the theory provides a framework for improving strategic decision-making, institutional sustainability, and operational effectiveness. Organisations that integrate strategic planning with determined execution are more likely to strengthen internal capabilities, adapt to changing environments, utilise resources efficiently, and maintain dependable performance over time. Consequently, the theory encourages managers to balance long-term planning with disciplined implementation rather than relying solely on reactive management practices.

In entrepreneurship, the Strategic Wolverine Theory highlights the importance of preparing for uncertainty, identifying

opportunities, managing limited resources effectively, and remaining committed to long-term business objectives despite setbacks. Entrepreneurs who strategically plan their ventures while demonstrating determination and resilience are more likely to establish sustainable enterprises capable of adapting to competitive and dynamic markets.

Within public administration and governance, the theory provides valuable guidance for policymakers and public institutions seeking to improve accountability, strategic resource management, service delivery, and institutional sustainability. Public organisations that adopt deliberate planning and demonstrate sustained commitment to policy implementation are more likely to achieve dependable public outcomes while strengthening public confidence and institutional effectiveness.

The theory also has significant application in community development. Communities that strategically mobilise local knowledge, human resources, and available opportunities while maintaining collective determination are better positioned to strengthen self-reliance, improve resilience, and promote sustainable social and economic development. The theory therefore encourages communities to build internal capacity before relying extensively on external assistance.

At the individual level, the Strategic Wolverine Theory promotes purposeful living by encouraging people to plan strategically, persevere through adversity, utilise available opportunities responsibly, and strengthen their capacity for independent achievement. By cultivating strategic planning and determination, individuals become better equipped to achieve dependable success in their personal, professional, academic, and social lives.

Overall, the Strategic Wolverine Theory demonstrates broad practical relevance because its philosophical principles are applicable wherever purposeful planning, determined action, prudent resource utilisation, and sustainable achievement are required. Its interdisciplinary applicability strengthens its value as both a theoretical contribution and a practical guide for promoting self-reliance and dependable achievement across diverse human endeavours.

VI. CONCLUSION

This study developed the Strategic Wolverine Theory (TSWT) as an original philosophical framework explaining the relationship between strategic planning, determination, self-reliance, and dependable achievement. Drawing upon philosophical inquiry, conceptual analysis, literature synthesis, observational behavioural analysis, and inductive reasoning,

the study systematically interpreted the documented behavioural characteristics of the wolverine (*Gulo gulo*) to formulate a coherent theory applicable to individuals, organisations, institutions, and society.

The study established that the wolverine consistently demonstrates strategic planning through deliberate food caching, prudent resource management, adaptability, resilience, persistence, and independent survival under harsh environmental conditions. These behavioural characteristics provided a credible philosophical foundation for explaining how purposeful preparation and sustained determination interact to strengthen self-reliance and promote dependable achievement. The resulting theory therefore extends existing scholarship by integrating concepts that have traditionally been examined separately into a unified philosophical framework.

The central proposition of the Strategic Wolverine Theory asserts that strategic planning and determination are the fundamental pillars of self-reliance and dependable achievement. The theory argues that strategic planning provides purposeful direction through anticipation, preparation, and prudent resource utilisation, while determination sustains disciplined implementation despite adversity. Their interaction strengthens self-reliance by enhancing internal capability, confidence, adaptability, and responsible decision-making, ultimately resulting in dependable and sustainable achievement.

The Strategic Wolverine Theory further contributes to contemporary scholarship by providing a nature-inspired philosophical perspective that broadens understanding of sustainable success across education, leadership, organisational management, entrepreneurship, governance, public administration, and community development. In addition to its theoretical significance, the study demonstrates that observable behavioural characteristics in the natural world can provide meaningful philosophical insights capable of informing human development and institutional effectiveness.

In conclusion, the Strategic Wolverine Theory offers an original and coherent explanation of sustainable success by demonstrating that dependable achievement is neither accidental nor determined solely by intelligence, physical strength, or favourable circumstances. Rather, it is realised through the deliberate integration of strategic planning and determination, which together strengthen self-reliance and enable individuals, organisations, and institutions to achieve dependable outcomes. The theory therefore provides both a significant contribution to philosophical scholarship and a practical framework for advancing sustainable development across diverse fields of human endeavour.

Recommendations

Based on the findings and conclusions of this study, the following recommendations are proposed:

Recommendations for Theory Development

Scholars should subject the Strategic Wolverine Theory (TSWT) to empirical investigation across different disciplines and contexts to establish its validity, reliability, and applicability. Future studies may refine, expand, or adapt the theory while preserving its central proposition that strategic planning and determination are the fundamental pillars of self-reliance and dependable achievement.

Recommendations for Education

Educational policymakers, school leaders, lecturers, teachers, and learners should integrate the principles of strategic planning and determination into teaching, learning, curriculum implementation, and institutional leadership. Educational institutions should cultivate a culture of deliberate planning, prudent resource utilisation, perseverance, and self-reliance to improve the quality of education and achieve sustainable educational outcomes.

Recommendations for Leadership and Organisational Management

Leaders in both public and private organisations should adopt the Strategic Wolverine Theory as a philosophical guide for strategic decision-making, responsible resource management, institutional resilience, and sustainable organisational performance. Organisations should strengthen long-term planning while fostering determination among employees to enhance dependable achievement.

Recommendations for Public Administration and Policy

Governments, policymakers, and public institutions should promote policies that strengthen strategic planning, institutional self-reliance, responsible leadership, and efficient resource utilisation. Public programmes should prioritise long-term preparedness and disciplined implementation to improve accountability, service delivery, and sustainable national development.

Recommendations for Future Research

Future researchers should examine the applicability of the Strategic Wolverine Theory in diverse disciplines, including leadership, educational management, entrepreneurship, business management, governance, public administration, psychology, environmental management, and community development. Comparative studies may also investigate the explanatory power of the Strategic Wolverine Theory alongside

other philosophical and organisational theories to determine its broader theoretical and practical significance.

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