

# **Seven Pillars of New Leadership for Enabling Emergent Innovation**

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## **Introduction**

I would like to say current leadership models are mainly leader centered power models. These leadership models were succeeded at incremental innovation responding to the stable and continuous changes. The power model of leadership, however, often interferes with emergent innovation. I would like to argue that managing with directions, commands, and controls is ineffective for emergent innovation. To implement emergent innovation, all employees must question the common premise based on their old experiences, assumptions, beliefs, prejudices, and hypotheses. Each must autonomously judge the premise and demonstrate his or her capability and creativity.

Leaders need to help every employee so that each can demonstrate talent, capability, and possibility. Leaders must consider employees, facilitate their maturity and support them, so that each employee can address the challenges of new things and feel rewarded. This demands we consider a new leadership theory fundamentally different from the current leadership model.

This paper presents the desired kind of new leadership which is necessary to implement innovation in unstable and continuously changing environment. To implement emergent innovation, we consider a new leadership with the leader as moderator, peacemaker, server, wisdom-creator, vision-maker, facilitator, and thanks-giver. I would like to say these ingredients as the seven pillars of new leadership for emergent innovation.

### **1. Leader as moderator**

To implement emergent innovation, a leader needs to encourage every employee, to fashion each employee into an entrepreneur, and to urge each one to facilitate their moving toward an innovative route to success. Regardless of the success or failure, leaders need to praise associates' new ideas and challenges to implement an emergent innovation. Values such as effectiveness and creativity demand more than immediate efficiency in unstable and discontinuous times.

### **2. Leader as peacemaker**

A leader needs to maintain balance for the whole organization, to learn to be a fair intermediary, and to form a complete consensus because confrontations, conflicts, and attacks among associates will result in people's hearts will close and

will greatly deter the emergence of innovation in an organization. Such problems will obstruct communication between employees in an organization, bar cooperation, and increase feelings of isolation. Therefore, the leader needs to have good relations with associates and to unite the associates together for implementing emergent innovation.

### **3. Leader as server**

To achieve emergent innovation, a leader needs to provide opportunities for every employee to determine his or her direction, extend the boundaries, and develop a special field. To implement problem solving, a leader needs to support and serve employees so that they may creatively contribute from an independent position. Leaders need to promote employee growth, to accept and praise such growth, and to empower and facilitate their confidences.

### **4. Leader as wisdom-creator**

Leaders need to move beyond processing the data and information collected from the bottom, going beyond personal knowledge and experience for achieving emergent innovation. Leaders must be modest and search for discretion and wisdom, full of understanding. A leader guides associates through insights and wisdom by correctly understanding a situation, recognizing a priority and showing the right direction. If leaders face obstacles, they will search for the wisdom to overcome these obstacles rather than trying to eliminate them.

### **5. Leader as vision-maker**

Leaders need to abandon vested rights and interests such as their honor, status, power, and possession, and discard their successful experiences to allow associates to demonstrate their creative capability. Leaders must show the direction where an organization should go, filling vacant space with their great vision and passion for their organization.

### **6. Leader as facilitator**

To create emergent innovation, all employees need freedom to facilitate their talent, creativity, and independency, which all individuals can demonstrate to the maximum extent and use to address challenges for the future. The role of the leader as facilitator is to provide this freedom.

### **7. Leader as thanks-giver**

Sincere employee commitment may create emergent innovation due to intrinsic motivation rather than anything else. The intrinsic motivation can be cultivated by the leader recognizing, praising, and thanking the employee for his or her work, rather than anything else. Therefore, the leader needs to admire associates, celebrate their successes, express admiration and thank them.

## **Conclusion**

We need new leadership to encourage emergent innovation. Incremental innovation is also important. But emergent innovation is required more than ever to counter instability and discontinuity in times of change. And new operations in organizations to enable new thinking and new invention are paramount.

The wisdom, insight, discretion, and understanding to implement suitable organizational operation are required for a new time, freeing the organization from being trapped in its old shell of old successes. Therefore, we must explore new leadership that is fundamentally different from the current leadership model. The seven pillars of new leadership for emergent innovation are the leader as moderator as merciful, peacemaker as reconciler, server as nurturing, wisdom-creator as revelator, vision-maker as having dream, facilitator as empowerer, and thanks-giver as acknowledger.

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