

Seven Pillars of New Leadership for Enabling Emergent Innovation

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Abstract

I would like to argue that we consider a new leadership fundamentally different from current leadership model as the leader centered power model for implementing emergent innovation. The ingredients of new leadership are as follows: 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. I would like to say these as the seven pillars of new leadership for emergent innovation.

Keywords: leadership, servant leadership, incremental innovation, emergent innovation, organization, motivation, moderator, peacemaker, server, wisdom-creator, vision-maker, facilitator, thanks-giver.

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Introduction

I would like to say current leadership models such as great man theories, trait theories, behavioral theories of leadership, contingency theories of leadership, situational theories, and transactional theories are mainly leader centered power models. Such current leadership models, especially many behavioral theories of leadership, include

those of Kurt Zadek Lewin, Rensis Likert, Misumi Jyuji, Robert R. Blake and Jane S. Mouton, the Michigan Leadership Studies, and the Ohio State Leadership Studies*¹.

These leadership models were succeeded at incremental innovation responding to the stable and continuous changes*². The power model of leadership, however,

* 1 Kurt Zadek Lewin typed the leader as authoritarian, democratic and laissez-faire; Rensis Likert classified leaders as system 1, system 2, system 3 and system 4 based on the management style with supervisors being job centered or people centered; Misumi Jyuji categorized leaders into four categories based on two dimensions: performance (P) and maintenance (M) functions; Robert R. Blake and Jane S. Mouton classified leaders into 81 types based on task-centered and people-centered leadership; the Michigan Leadership Studies categorized leaders as production and employee oriented; the Ohio State Leadership Studies categorized leaders into four types based on consideration for workers, initiating structure and other behaviors. In the contingency model of leadership such as Fred Edward Fiedler's contingency model, a leader's style cannot be uniformly referred to as whether it is based on work or whether is based on employees, but effective organizational behavior has advocated the theory that leadership must change according to environment. This research is probably similar to task-centered and people-centered leadership.

* 2 The economic growth strategy of Japan after World War II was probably incremental improvement. Japanese management includes lifetime employment, seniority, enterprise unions, and quality control at the bottom. Thanks to Japanese management, Japan has become an economic superpower. Alternatively, Japanese companies are bureaucratized and mature. Rules, procedures, and precedents are emphasized, and organizations have lost their flexibility. Fear of failure is now the dominant culture in Japan; high-risk ideas are avoided and innovation is an obstacle. In Japan, if an employee works safely in harmony with co-workers even without achieving any shining success, the employee can be steadily promoted. However, if the employee addresses the challenges and presents new ideas or enterprises and fails, the employee immediately falls behind co-workers. The object in Japan today, an economic superpower, is not catching up with and overtaking the competition. The industrial society in which Japanese companies demonstrated their strong points has already disappeared. Nevertheless, many Japanese companies can say that they live peacefully in the old success experience called Japanese management. They still operate their control-centered management that has demonstrated the power of incremental improvement. Many Japanese companies have taken the strategy of incremental innovation called *kaizen* (improvement), and have followed headship centered directions, commands and controls, not leadership. Although improvement and quality control are effective in raising productivity, they do not effectively lead to emergent innovation. Traditional systems, practices and customs hold employees by their ankles, eliminating creativity and emergent innovation. Japan needs to review its management. The efforts for reconstructing Japanese management have been also continued such as

often interferes with emergent innovation*³. 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 must avoid arrogance due to status and avoid controlling employees through orders and commands. These orders and commands are based on a power model of leadership. 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*⁴ 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*⁵. I would like to say these ingredients as the seven pillars of new leadership for emergent

restructuring, spin-outs, shifting to merit-based wages, changing the employment system, and expectations for venture business.

- * 3 I argued that innovation could be classified into two types: incremental innovation and emergent innovation. The one is an improvement that continues the present extension of innovation and is performed in accordance with common sense. The other is generated by thinking that moves beyond the present condition and by continuing to ask if the old common sense is irrational. Please refer to my paper about this: Park, 2010c.
- * 4 Arguments about new leadership include “empowerment” (Graham, 1993), “platform leadership” (Gawer & Cusumano, 2002), “facilitation leadership” (Eckes, 2002), “mission leadership” (George, 2003), “vision leadership” (Tamai, 2007), “transformational leadership” (Bass & Riggio, 2005) and “servant leadership” (Greenleaf, 1970; 1977; Sipe and Flick, 2009).
- * 5 I have got the leadership insights from the Bible: Matthew 4: 23-24; 5: 5-9; 14: 22-23; Mark 10: 45; Luke 9: 1-2; 22: 24-62; 24: 1-53; John 13: 4-15; Acts 20: 35; Philippians 2: 1-8; 4: 5-9; 1 Thessalonians 5: 16-18; Deuteronomy 34: 9; Psalm 100: 4 and so on. And if we make it into a mnemonic about the seven pillars of great leadership, it becomes “Mopes! We are VIP’s Fathers”: Moderator, Peacemaker, Server, Wisdom-creator, Vision-maker, Facilitator, and Thanks-giver. This means “Rise up, the weak! We are great men’s fathers! Be strong and courageous; do not be afraid.” “Mopes” refers to the mildly depressed state, and VIP means a very important person in God’s eyes (Isaiah, 43: 4). I have talked the leadership at GLOCOM (Park, 2008b), CGNTV (Park, 2010a), Osaka Onnuri Christ Church (Park, 2010b) and Korean Presbyterian Church of Metro Detroit, USA (Park, 2011) and so on.

innovation.

1. Leader as moderator

A fault is never allowed in pyramid-style organizations because the organizations' basic premise is functioning like an efficient machine. In the organization, the value of efficiency or rationality is respected more than all other qualities. A pyramid-style organization is based on the thinking that a deviation must be strictly regulated with emphasis on control or management. Subordinates in this organization wait for directions or commands from managers. Creativity and environmental adaptability, which are needed for work, cannot be easily fostered.

An organizational culture in which employees do not fear failure and can apply trial-and-error is indispensable to be able to cherish new ideas without adhering to preconceived notions and common sense.

Values such as efficiency, productivity, and rationality are ineffective for achieving emergent innovation. Other organizational values such as originality, pliability, validity, and adaptability are effective. 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.

Charles Handy called the capability where one does not disappoint and unsettle oneself and can live with hope as "negative capability" (1990). People do not necessarily mature by being criticized, scolded, or blamed. People mature through praise rather than having their weak points and faults noted. Although we all have weak points and faults, we can grow when a leader generously accepts our limitations and watches over us fondly. Leaders must be moderate and accept employees as they are. Leaders must allow the failures and faults of associates, counting on them and providing new opportunities. Leaders need to cure employees' wounds, facilitate their recovery, and give them courage so that employees may again address the challenges.

The unwritten rule of 15 percent at the Minnesota Mining & Manufacturing Corporation (3M) is an example of this. 3M has long been known for its innovation. 3M employees and scientists are encouraged to step outside their own departments and projects to learn what those in other areas of the company are doing, encouraging

synergy via the rule of 15 percent. The rule of 15 percent refers to the unwritten tenet that enables employees to use 15 percent of their time for their favorite research. Employees can seriously work on their ideas in what may become new products for the company. They may use company's funds and equipment for their project, and if required, they can also employ an additional assistant. Even if they fail, they face no penalty. Employees have the freedom to address challenges: the freedom to reform, experiment, succeed, and fail. At first glance, the rule of 15 percent seems inefficient and wasteful. However, many new innovations at 3M have been developed from the rule of 15 percent*⁶.

The Post-it notes we use today is a product of the rule of 15 percent. 3M researcher Spencer Silver invented a trial product in 1969. He was asked to develop strong adhesive. He experimented, repeated the experiment, and repeated the trial production, but the test result differed completely from the expected outcome. The result was a strange adhesive that only adhered lightly but could be repositioned. This was clearly a "failed" adhesive as it was not sticky enough. Usually, such a failure is discarded, but Silver thought that this failure could be effectively used. He turned to others at 3M in quest of comments about this strange adhesive. However, no solutions were put forth. Art Fry, researcher in the Commercial Tape division, finally had a solution. One Sunday in 1974, Art Fry, a tenor in his church choir, turned the page of a collection of hymns. The bookmark inserted into the book slid down the page. Fry thought at that moment about the adhesives that Silver had developed. For the first time, Silver's failed adhesive of five years earlier became a specific image. Art Fry began developing "Glue Bookmarks" the next day, using of the rule of 15 percent and producing the Post-it. Fry invented the Post-it in an effort to create sticky bookmarks that would remain in his hymnal during services.

But leaders as moderators do not allow associates' loitering. Although leaders as moderators accept the associates' failures with open minds and receptive attitudes, the leaders do not allow those who do not address challenges without doing anything.

At W. L. Gore Associates*⁷, associates adhere to the principle of freedom, one of the

*6 3M is headquartered at 3M Center Bldg 22011w02, St. Paul, Minnesota, USA. I visited the company on March 29, 2010 and interviewed Dr. Kenneth W. Bartrelt about the unwritten rule of 15 percent and innovation.

*7 W. L. Gore Associates is headquartered at 555 Paper Mill Road, Newark, Delaware, USA. I visited the company on September 18, 2009.

four basic guiding principles articulated by Bill Gore*⁸. Although this freedom to address challenges and the freedom to fail are also included, the freedom for associates to avoid challenge is not included.

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.

Angers, conflicts and confrontations among associates can result in emerging ideas and patterns being lost without a trace, spoiling emergent innovation. Therefore, the leader has to try to maintain peace among all for emergent innovation. Like in the words, "Blessed are the meek, for they will inherit the earth. ... Do not go up to fight against your brothers" (Matthew 5: 5, 9), the final victor is the peacemaker who quietly determines and appeases.

3. Leader as server

In the current management model, an immense quantity of creativity and independency is rendered useless by making human beings with arbitrary and free spirits follow standards and rules in the top-down chain. It is because contemporary management theories are based on management developed at the top that concentrates information, keeps the information secret, forms plans based on the secrets, and transmits this information to employees through a chain of directions and commands*⁹.

*8 At W. L. Gore Associates, associates adhere to the four basic guiding principles articulated by Bill Gore: 1. fairness to each other and everyone with whom we come in contact; 2. freedom to encourage, help, and allow other associates to grow in knowledge, skill, and scope of responsibility; 3. the ability to make one's own commitments and keep them; and 4. consultation with other associates before undertaking actions that could impact the reputation of the company (<http://www.gore.com/>).

*9 Current management model also relies on reports from the bottom in order to reach the

The shortcut to emergent innovation is accepting all employees, even if they fail, so that they may be encouraged and address the challenges that face the organization. Great leaders are those who admire employee strong points, provide opportunities to efficiently employ these strong points, monitor employees so that their weak points may be changed into strong points, and encourage. Great leaders are those who support all employees to best use their failures in the future as an opportunity for a success so that present failure does not indicate future failure.

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*¹⁰.

Recently, the concept of empowerment has spread. Almost all managers support the concept of empowerment, but many managers become negative if they have to reduce their own authority or power in order to empower employees. While saying that they empower employees, many managers do not refrain from adding words and interfering. When empowering, managers must trust employees. Such trust becomes the most important encouragement. Even if a problem arises, a leader must believe in and support employees so that every employee will respond. The leader must watch over all employees fondly so that they can cultivate their talents. The leader must use his or her rich experience to support and serve every member of the organization so that each can

goals of the organization. The middle manager layer fulfills the transfer role. This is a vertical communication consisting of communication up and down the organization's chain. The current management model also has lateral communication, which is communication between different individuals, departments, or organisms at the same organizational level, or individuals across the base of a pyramid. But the premise is the power model because lateral communication and horizontal communication are still used on the condition of a hierarchical authority structure.

*10 One aphorism is that "it is more blessed to give than to receive" (Acts 20: 35). Although he was a great teacher and the Son of God, Christ Jesus removed his outer clothing and wrapped a towel around his waist. After that, he poured water into a basin and began to wash his disciples' feet, drying them with the towel that was wrapped around him (John 13: 4-15). The leader who serves feels fulfillment in serving like the youngest. A great leader feels great joy in giving rather than being given, loving more than being loved, and serving rather than being served. The leader who serves is not a domineering husband, an arrogant boss, or a supervisor who controls subordinates.

implement an emergent innovation to break through the crisis.

At Nordstrom*¹¹, all judgment is left to employees. Nordstrom trusts sales associates to make on the spot decisions and has left all required judgment up to the employees at the sales counter. The Nordstrom's Employee Handbook includes the following:

Welcome to Nordstrom. We're glad to have you with our Company. Our number one goal is to provide outstanding customer service. Set both your personal and professional goals high. We have great confidence in your ability to achieve them. Nordstrom Rules: Rule #1: Use good judgment in all situations. There will be no additional rules. Please feel free to ask your department manager, store manager, or division general manager any question at any time (<http://www.klariti.com/employee-handbook/Nordstrom-Employee-Handbook.shtml>).

All Nordstrom employees are empowered by the company; they have entrepreneurship; they can judge what the best themselves is. The leader of the company is providing the maximum support for this; the employees of the company are cheerful, quick-witted, and kind. They have a progressive spirit; they become able and creative employees. For example, any employee may receive returned goods without even asking if the customer is unhappy with the returned merchandise. In taking back merchandise, a manager's permission is not needed. Nordstrom does not have other troublesome procedures. They may sell goods at a price cheaper than a competitor, if needed. When a customer is looking for something and Nordstrom's does not have it, the employees can issue a special order or purchase the item from a competitor. Employees can even use their own credit card and ask Nordstrom's for reimbursement after (Spector & McCarthy, 2005: 113-140).

One film about such leadership as server is *Bayside Shakedown 2: Save the Rainbow Bridge* directed by Katsuyuki Motohiro. In the movie, the chief of the Okita investigation-headquarters seldom empowers police investigators. She treats those she thinks of as her inferiors as things, failing to communicate with the investigators. She believes that she is their superior, and she orders them about. Criminal investigations do not go properly and an investigator was shot with a criminal's pistol. The investigation-headquarters chief was replaced with another chief. The new chief gives permission to

* 11 Nordstrom is headquartered at 1617 6th Avenue, Suite 500 Seattle, Washington, USA; the company ranked 24th in 2007 and 72th in 2009 among Fortune Magazine's Best 100 Companies to Work For.

shoot a pistol to the investigator on the spot, empowered the investigators on the spot, and the problem began to move toward a solution. The words of the new chief in this movie provide example of empowerment:

Forget status and classes except for being investigators ... Arrest suspects immediately after finding them! Don't wait for commands from headquarters! Permit to shoot a pistol! Can all investigators hear me? Do as you think best! Report to headquarters! I believe in your judgment on the spot! ... I will take responsibility ... (Lines from *Bayside Shakedown 2: Save the Rainbow Bridge*).

4. Leader as wisdom-creator

Incremental innovation is important and required. However, emergent innovation along with discretion, wisdom, understanding and skill to discard past prejudices are required more than ever to respond to the instable and discontinuous changes. Emergent innovation is required so that we can address our challenges with new thinking and new inventions.

Therefore, 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 do more than direct, order and control subordinates by plans and programs drawn based on data and information, on their personal knowledge and experience. Leaders must be modest and search for discretion and wisdom, full of understanding and skill from God. 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.

People tend to confine themselves to the old way, ideas, traditions, customs, and

cultures before they understand what is happening. A leader's successful experience may become a barrier so that employees in an organization cannot implement emergent innovation. Leaders must go beyond exhibiting their own creativity and capabilities to support associates who can demonstrate their talents, put forward their ideas, and address the challenges for the future of organization.

A leader's successful experience itself can become a pattern for challenging and innovating, which could entrap associates. Leaders need the courage to discard even their successful experiences*¹².

Masao Ogura, the creator of home delivery services in Japan, reminisces as follows:

Yamato Transport Co., Ltd., which started business during the Taisho Era*¹³, was the No. 1 trucking company of Japan, which was successful on short-distance routes before World War II. However, it was late at entering on the long-distance routes which grew in connection with industrial recovery, and fell into a drastic predicament after the war as things changed. The successful experience of Yasuomi Ogura who was a founder conversely became a hindrance. ... The market was changing a lot. Nevertheless, President Yasuomi firmly believed the range of the truck was within 100 km and long distances were for the trains. Although we young men appealed to Yasuomi to launch long distance transport, he would not permit that to happen (Okura, 1999: 20-29).

Akihiko Joujima et al. also express their reminiscences about the Sony Syndrome as follows:

Sony Corporation could not radically reform its zero bases, and has been losing vigor and gradually declining, because the company interfered with the glory of the old days, success experience, and elitism Why doesn't the company notice having shifted? There are too many intense successful experiences from the past that are focused on too much

* 12 Alternatively, if the direction in which an organization should go is determined, a leader is also required to discard anything inappropriate for advancing in that direction. Leaders should stop enterprises where social needs are falling and entering a period of decline. Only leaders can decide to eliminate elements that are inappropriate for a system: an organizational pattern, technology, production method, business, rule, or procedure.

* 13 The Taisho Era is a period in the history of Japan dating from July 30, 1912 to December 25, 1926, coinciding with the reign of the Taisho Emperor.

(Joujima et al., 2006: 3).

We must beware of the possibility where success until now may cause failure in the future. People tend to be inebriated with victory. Therefore, leaders must decide what to continue, to stop, or to discard. Leaders state where things must stop and how far they must go.

More than anything else great vision and passion are required to be a great leader. A leader's role is showing the right target and direction in which an organization should go*¹⁴. Associates, who sympathize with the vision or direction challenge, cooperate, encourage and commit themselves with passion towards realizing the vision or direction.

A leader should create the vision for where the organization should go and work on creating the strategy to get there. In order to make the vision complete, while a leader attracts people and motivates them with a sense of fulfillment and belonging, a feeling of qualification, self-esteem and reward, the employees must be energized to work to realize the vision.

Whole Foods Market*¹⁵ is an example of the leader as vision maker; Whole Foods Market is a mission-driven company. Whole Foods believes that companies, like individuals, must assume their share of responsibility as tenants of Planet Earth. Whole Foods actively supports organic farming, the best method for promoting sustainable agriculture and protecting farm workers and the environment. Whole Foods also aims to protect the environment by supporting alternative sources of energy and by recycling or composting our waste. Whole Foods Market is actively involved in their communities by supporting food banks, sponsoring neighborhood events, and contributing at least 5 percent of total net profits to not-for-profit organizations. This mission of the company is expressed in terms of Whole Foods–Whole People–Whole Planet*¹⁶ which plays a huge role in the company's success (<http://www.wholefoodsmarket.com/company/>).

* 14 Meaning and value are more important than passion; directivity is more important than speed for individuals, companies also and countries. The direction to run in is more important than the speed. We cannot arrive at a target or correctly detour if the direction is wrong.

* 15 Whole Foods Market is headquartered at 550 Bowie St. Austin, Texas, USA. I visited the company on March 25, 2010.

* 16 Whole Foods is the first mission of Whole Foods Market, which provides the best tasting and most nutritious food. Whole Foods searches for the highest quality, least processed,

6. Leader as facilitator

For emergent innovation, we need to reduce commands and commentary about directivity and to reduce monitoring subordinates. We need to reduce management to remove power over employees*¹⁷. We need an open system where everyone can participate in or carry out emergent innovation at any time.

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.

The challenge of new things and the initiative for such challenge are required for creativity. A ship is safest in a harbor, but ships anchored in harbor cannot work toward the purpose for which they were built. Although waves and weather in the ocean present danger, ships were built to go into and across oceans to catch fish and achieve other goals. Nothing is obtained if nothing is done because of danger. We need to continue to address the challenges of the future with redoubled courage.

Birds, from sparrows to eagles, are all the same if they do not fly up into the sky. The future is opened when we address challenges. Leaders need to support and encourage employees so they can use their initiative and rise to new challenges. A leader must become a facilitator who trusts and believes in employees, stimulating them to address the challenges of the future. The importance of refraining from strict control and supervision requires emphasis. Then, employees are further encouraged and demonstrate their creativity in developing new ideas.

most flavorful and natural foods possible because they believe in food in its purest state, unadulterated by artificial additives, sweeteners, colorings and preservatives. The second mission of Whole Foods is "Whole People," which means their employees are their company. All employees are passionate about healthy food and a healthy planet. They take full advantage of the company's decentralized, self-directed team culture and create a respectful workplace where people are treated fairly and are highly motivated to succeed. The third mission of the company is "Whole Planet" because the company is committed to helping care for the world around the company, and the company's active support of organic farming and sustainable agriculture helps protect our planet (<http://www.wholefoodsmarket.com/company/>).

*¹⁷ Management that has subordinated people to the organization of top-down communication is feudal although the current management model has enhanced consumer purchasing power. Such management has too many controls and too few freedoms. Although the current management model has made people obedient and industrious, the model cannot make people creative or have them address the challenges for the future.

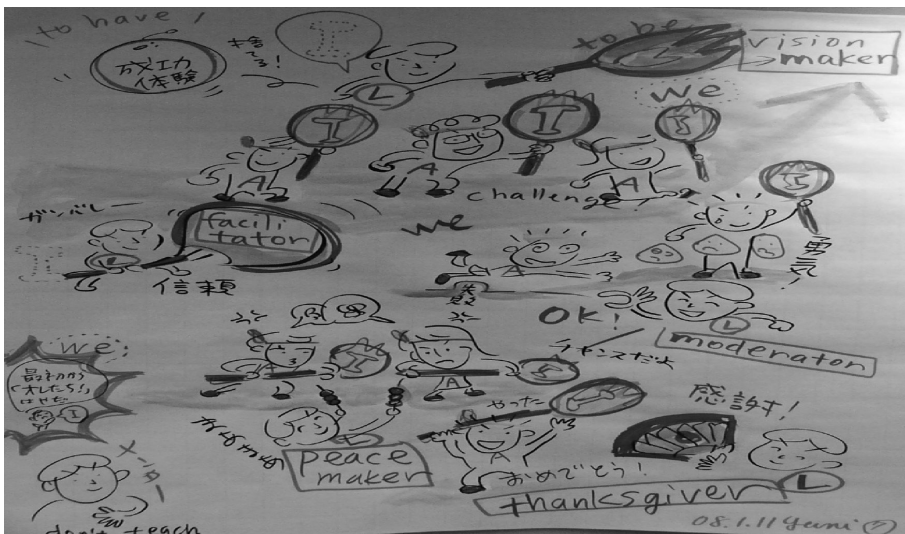
Another important role of a leader is finding the next-generation leader. A great leader does not regret empowering, and supporting them so that they can become respectable leaders. A great leader facilitates every person in becoming stronger, addressing challenges for the future, and maturing into a respectable leader.

Whole Foods Market is an example of the leader as facilitator; the leaders of Whole Foods facilitate the growth of all employees to honor their original ideals and have much to do with their success. At Whole Foods, all employees seek out the finest natural and organic foods available, maintaining the strictest quality standards in the industry and keeping an unshakeable commitment to sustainable agriculture. They bring their excitement and fun to shopping for groceries. Leaders of the company empower the employees to make their own decisions, creating a respectful workplace where people are treated fairly and are highly motivated to succeed. The philosophy of the company is to satisfy and delight their customers and to support employee happiness and excellence because the leaders of the company believe that each and every employee on each and every team is a valued contributor (<http://www.wholefoodsmarket.com/company/>).

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

Figure: The Image of Seven Pillars of New Leadership for Enabling Emergent Innovation



Yunini, 2008. Visual for Yonggwon Park's invitation lecture (January 11, 2008).

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. The phrase “give thanks in all circumstances” (1 Thessalonians 5: 18) is in the New Testament. In such a way, a leader is required to thank achievements and express sentiments to foster employees to engage in emergent innovation. Great leaders are those who are thankful to every associate, every individual in society, and people everywhere.

Conclusion

The maxim “new wine must be poured into new wineskins” is in the New Testament (Luke 5: 38). If new wine is put into a hard leather bag that has become old and is inflexible, the leather bag will tear. The wine will spill and be wasted. New wine must go into a new leather bag.

Similarly, we need new leather bags 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.

We have to ask for wisdom and insight from natural phenomena. Unless reptiles such as snakes, shellfish such as river crabs, and insects such as spiders and grasshoppers can molt, they cannot grow bigger and they may not survive. For an egg to become a bird and fly in the wide open blue sky, it must break out and emerge from the shell that enclosed, protected and nurtured it. Of course, pain follows on breaking the shell. We need to acknowledge that these shells become hindrances and are restricting rather than helping the bird to fly.

Similarly, 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.

Trust and reliance are more important than capability for our new leaders; even if leaders marshal all sorts of flowery words, or attacks with phrases that clinch things, reliance is more important than anything else. The leader must obtain trust through

achievements, sincerity, consistency of speech and action, and promises. Leaders may be misunderstood, blamed and attacked on rare occasions. Leaders must then clearly explain the order of things, and all the results, in a systematic order with equanimity based on well-grounded claims and reason firmly.

The true power of a great leader is purity and honesty rather than doing the leader's best. That is, a great leader does whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is lovely, and whatever is admirable, if anything is excellent or praiseworthy (Philippians 4: 8). The essence of leadership is character.

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